

Crafting 21st Century Competitive Connections



The Pioneer Valley Plan for Progress

**The Region's Comprehensive
Economic Development Strategy (CEDS)**



Prepared by
The Pioneer Valley
Planning
Commission

August 2012

Cover Photo Credits

Top Right: Coil in Field – Massachusetts Broadband Institute
Top Left: Holyoke Green High Power Computing Center – PVPC
Middle Left: Springfield Union Station Rendering – Urban Compass
Bottom Left: Westfield Great River Bridge – PVPC

(Background Historic Images)

Top Left: Downtown Holyoke - PVPC
Middle Left: Springfield Union Station - PVPC
Bottom Left: Downtown Westfield - Tom Hildreth photography

Pioneer Valley Planning Commission
and Economic Development District

The Pioneer Valley Plan for Progress

The Region's Comprehensive Economic Development Strategy (CEDS)

2012 Annual Report

Prepared by

Pioneer Valley Planning Commission
60 Congress Street - Floor 1
Springfield, MA 01104-3419

July 2012

Funding for this project was provided in part through an EDA Section 203
Partnership Planning Grant awarded by the U.S. Department of Commerce,
Economic Development Administration

Table of Contents

EXECUTIVE SUMMARY	1
AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS.....	6
THE STATE OF THE PIONEER VALLEY REGION	8
<i>The People.....</i>	<i>8</i>
<i>The Economy.....</i>	<i>34</i>
<i>The Infrastructure.....</i>	<i>46</i>
<i>Political Infrastructure.....</i>	<i>57</i>
ASSESSMENT OF ECONOMIC DEVELOPMENT CONDITIONS.....	61
<i>Weaknesses & External Threats.....</i>	<i>61</i>
<i>Competitive Advantages.....</i>	<i>62</i>
<i>Analysis of the Region's Economic Clusters.....</i>	<i>65</i>
<i>Availability of Partners and Resources for Economic Development.....</i>	<i>72</i>
A VISION FOR THE PIONEER VALLEY REGION	75
REGIONAL GOALS AND OBJECTIVES.....	75
THE PLAN FOR PROGRESS: CROSS-CUTTING THEMES	77
THE PLAN FOR PROGRESS: STRATEGIC GOALS	78
INTEGRATION WITH OTHER ECONOMIC DEVELOPMENT PLANS	79
<i>Choosing to Compete in the 21st Century: An Economic Development Policy and Strategic Plan for the Commonwealth of Massachusetts.....</i>	<i>79</i>
<i>A Framework for Action: The State Regional Economic Development Strategy.....</i>	<i>80</i>
<i>Knowledge Corridor and Franklin Regional Plans for Sustainable Development</i>	<i>81</i>
<i>Strategic Planning Initiative of the Economic Development Council (EDC) of Western Massachusetts</i>	<i>82</i>
<i>Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region..</i>	<i>83</i>
<i>Rebuild Springfield Plan.....</i>	<i>84</i>
<i>MassINC and UMass Dartmouth Urban Initiative: Springfield Economic Growth Initiative</i>	<i>85</i>
<i>Greater Franklin County Comprehensive Economic Development Strategy (CEDS).....</i>	<i>86</i>
<i>Regional Employment Boards</i>	<i>87</i>
<i>Other Plans</i>	<i>89</i>
PLAN FOR PROGRESS ACCOMPLISHMENTS 2011-2012 AND ACTION PLAN 2012-2013	90
STRATEGY UPDATES.....	90
<i>Strategy #1: Attract, Retain, and Grow Existing Businesses and Priority Clusters.....</i>	<i>90</i>
<i>Strategy #2: Promote Small Businesses and Generate Flexible Risk Capital.....</i>	<i>95</i>
<i>Strategy #3: Advocate Efficient Regulatory Processes at all Levels of Government.....</i>	<i>99</i>
<i>Strategy #4: Integrate Workforce Development and Business Priorities.....</i>	<i>100</i>
<i>Strategy #5a: Advance and Enrich Early Education at State and Regional Levels.....</i>	<i>103</i>
<i>Strategy #5b: Improve and Enrich K to 12 Education.....</i>	<i>106</i>
<i>Strategy #6: Support Higher Education and Retain Graduates.....</i>	<i>107</i>
<i>Strategy #7: Recruit and Train a New Generation of Regional Leaders</i>	<i>109</i>
<i>Strategy #8: Market our Region.....</i>	<i>111</i>
<i>Strategy #9: Revitalize the Connecticut River</i>	<i>113</i>
<i>Strategy #10: Enhance High-Tech and Conventional Infrastructure.....</i>	<i>115</i>
<i>Strategy #11: Develop an Array of Housing Options.....</i>	<i>118</i>
<i>Strategy #12: Endorse a Regional Approach to Public Safety</i>	<i>119</i>
<i>Strategy #13: Champion Statewide Fiscal Equity.....</i>	<i>121</i>
<i>Strategy #14: Develop A Green Regional Economy.....</i>	<i>122</i>
<i>Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region</i>	<i>130</i>
2012 CEDS PROJECTS	144

❖ Pioneer Valley Planning Commission and Economic Development District

<i>The Project Proposal Process</i>	144
<i>Summary of Project Proposals</i>	145
<i>1) Regional High Priority Projects in Locations Meeting EDA Distress Criteria:</i>	146
<i>2) Regional High Priority Projects Intended to Serve Areas Meeting EDA Economic Distress Criteria:</i>	147
AN EVALUATION OF OUR PERFORMANCE	150
MOUS WITH STRATEGY TEAM LEAD IMPLEMENTERS	150
STRATEGY ACCOMPLISHMENTS	151
2010 REORGANIZATION, MEMBERSHIP UPDATE, AND STRATEGY REVITALIZATION	151
PERFORMANCE INDICATORS	152
<i>Summary</i>	152
<i>Rating Scale</i>	152
<i>Regional Geography</i>	152
SUMMARY OF PLAN FOR PROGRESS PERFORMANCE INDICATORS BY STRATEGY GROUPING	155
<i>Strategy Grouping I: Strengthen & Expand the Region’s Economic Base</i>	155
<i>Strategy Grouping II: Foster Means of Regional Competitiveness</i>	157
<i>Strategy Grouping III: Supply the Region with an Educated, Skilled, and Adequately Sized Pool of Workers</i>	158
<i>Strategy Grouping IV: Foster the Region’s Business Climate and Prospects for Sustainable Growth</i>	161
<i>Urban Core Data</i>	164
APPENDIX A: PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES	169
SPRINGFIELD - UNION STATION REGIONAL INTERMODAL TRANSPORTATION CENTER	171
SPRINGFIELD – COURT SQUARE	174
HOLYOKE – PASSENGER RAIL STATION	177
HOLYOKE – FARR ALPACA RESTORATION.....	181
HOLYOKE – WATER STREET AREA REDEVELOPMENT.....	185
HOLYOKE – PARSONS PAPER DEVELOPMENT.....	189
NORTHAMPTON – THREE COUNTY FAIRGROUND REDEVELOPMENT	193
NORTHAMPTON – VILLAGE HILL TECHNOLOGY INCUBATOR.....	197
CHICOPEE – RIVERMILLS AT CHICOPEE FALLS.....	201
CHICOPEE – WEST END CANAL DISTRICT/ CANAL WALK.....	205
LUDLOW – LUDLOW MILLS – RIVERSIDE DRIVE AND RIVERWALK	209
APPENDIX B: PLAN FOR PROGRESS COORDINATING COUNCIL, TRUSTEES, AND STRATEGY TEAM MEMBERSHIPS	213
PLAN FOR PROGRESS COORDINATING COUNCIL MEMBERSHIP JUNE 2012	214
PLAN FOR PROGRESS TRUSTEES MEMBERSHIP - JUNE 2012.....	215
PLAN FOR PROGRESS STRATEGY TEAM MEMBERSHIP JUNE 2012	217

LIST OF FIGURES

FIGURE 1: PERCENT CHANGE IN POPULATION (2000-2010)	8
FIGURE 2: PIONEER VALLEY REGION POPULATION CHANGES BY RACE AND ETHNICITY	11
FIGURE 3: POPULATION BY AGE IN THE PIONEER VALLEY REGION	12
FIGURE 4: NET DOMESTIC MIGRATION IN THE PIONEER VALLEY REGION	13
FIGURE 5: FOREIGN BORN PERSONS BY YEAR OF ENTRY IN THE PIONEER VALLEY REGION.....	14
FIGURE 6: 2006-2010 POVERTY RATES FOR ALL PERSONS AND FOREIGN BORN PERSONS BY CITIZENSHIP STATUS	15
FIGURE 7: PER CAPITA INCOME (ADJUSTED TO 2009 \$)	17
FIGURE 8: MEDIAN FAMILY INCOME (2010)	20
FIGURE 9: POVERTY RATE IN THE PIONEER VALLEY REGION, 2000-2010	21
FIGURE 10: CHILD POVERTY RATE IN THE PIONEER VALLEY REGION, 2000-2010	23
FIGURE 11: FAMILIES IN POVERTY (2010)	25
FIGURE 12: COLLEGE AND UNIVERSITY GRADUATES	32
FIGURE 13: UNEMPLOYMENT RATES.....	34
FIGURE 14: PIONEER VALLEY REGION LABOR FORCE AND EMPLOYMENT WITH TREND LINES.....	35
FIGURE 15: NEW UNEMPLOYMENT INSURANCE CLAIMS, 2002 TO 2011	36
FIGURE 16: EMPLOYMENT IN THE PIONEER VALLEY REGION BY MAJOR INDUSTRY, 2005 AND 2010	38
FIGURE 17: CHANGE IN PIONEER VALLEY REGION EMPLOYMENT BY MAJOR INDUSTRY, 2005 TO 2010	39
FIGURE 18: AVERAGE WEEKLY WAGES BY INDUSTRY IN THE PIONEER VALLEY REGION, 2010.....	40
FIGURE 19: UNEMPLOYMENT RATES BY WORKER'S PLACE OF RESIDENCE, 2011	42
FIGURE 20: LABOR FORCE BY PLACE OF RESIDENCE, 2010	43
FIGURE 21: NUMBERS OF EMPLOYERS BY SIZE IN THE PIONEER VALLEY REGION, 2003 AND 2008.....	44
FIGURE 22: MEDIAN HOUSEHOLD INCOME AND SINGLE-FAMILY HOME PRICES IN THE PIONEER VALLEY REGION, 2000 – 2010.....	47
FIGURE 23: MEDIAN SALE PRICE OF SINGLE-FAMILY HOMES IN THE PIONEER VALLEY REGION (2011).....	48
FIGURE 24: PIONEER VALLEY REGION HOUSING AFFORDABILITY RATIO (MEDIAN PRICE/MEDIAN INCOME), 2000 – 2010.....	49
FIGURE 25: PIONEER VALLEY TRANSIT AUTHORITY RIDERSHIP 2001-2012	53
FIGURE 26: PIONEER VALLEY REGION STATE REPRESENTATIVES AND DISTRICTS.....	58
FIGURE 27: PIONEER VALLEY REGION STATE SENATORS AND DISTRICTS	59
FIGURE 28: PIONEER VALLEY REGION CONGRESSIONAL DISTRICTS & SENATE CONTACTS THROUGH 2012	60
FIGURE 29: PIONEER VALLEY PLAN FOR PROGRESS IMPLEMENTERS	73
FIGURE 30: PIONEER VALLEY PLAN FOR PROGRESS ORGANIZATIONAL CHART.....	74

LIST OF TABLES

TABLE 1: CHANGES IN TOTAL POPULATION OF THE PIONEER VALLEY REGION (1990 - 2010)	9
TABLE 2: HISPANIC OR LATINO POPULATION IN THE PIONEER VALLEY REGION 2000-2010	10
TABLE 3: POPULATION BY RACE 2010	10
TABLE 4: CHANGES IN PER CAPITA INCOME	18
TABLE 5: CHANGES IN MEDIAN FAMILY INCOME IN THE PIONEER VALLEY REGION - 2000 TO 2010	19
TABLE 6: CHANGES IN COMMUNITY POVERTY RATES 2000 TO 2010	24
TABLE 7: PIONEER VALLEY REGION SCHOOL DISTRICTS PROFILE	27
TABLE 8: ANNUAL HIGH SCHOOL DROPOUT RATE IN THE PIONEER VALLEY REGION - 2002 - 2011	29
TABLE 9: EDUCATIONAL ATTAINMENT IN THE PIONEER VALLEY REGION - 2000 AND 2011	31
TABLE 10: NUMBER OF COLLEGE GRADUATES FROM THE PIONEER VALLEY REGION'S HIGHER EDUCATION INSTITUTIONS	33
TABLE 11: PIONEER VALLEY REGION'S TOP 10 EMPLOYMENT CENTERS FOR 2010	41
TABLE 12: MAJOR EMPLOYERS IN THE PIONEER VALLEY REGION IN 2012 (RANKED ACCORDING TO FULL-TIME EMPLOYEES IN A SINGLE LOCATION)	45
TABLE 13: DRIVING DISTANCES AND TIMES FROM SPRINGFIELD TO SELECT URBAN CENTERS	51
TABLE 14: MAJOR INTERSTATE HIGHWAYS SERVING THE PIONEER VALLEY REGION.....	51
TABLE 15: PIONEER VALLEY REGION AVERAGE COMMUTE TIMES TO WORK	52
TABLE 16: SUMMARY OF PROJECT PROPOSALS SUBMITTED FOR INCLUSION IN THE 2012 CEDS ANNUAL UPDATE	149
TABLE 17: PLAN FOR PROGRESS PERFORMANCE INDICATORS.....	153
TABLE 18: PLAN FOR PROGRESS PERFORMANCE INDICATORS – URBAN CORE	164

EXECUTIVE SUMMARY



Massachusetts Green High Performance Computing Center under Construction with ca. 1874 Holyoke City Hall in Background
Photo by Raphael Centeno

The Pioneer Valley Planning Commission (PVPC) is the designated regional planning agency for the Pioneer Valley region, which includes 43 cities and towns comprising the Hampshire and Hampden county areas in western Massachusetts. In this capacity, the PVPC strives to foster a proactive regional planning process that will help create jobs, support a stable and diversified regional economy, and improve living conditions and prosperity for residents throughout the region.

In 1994, the PVPC led a coalition of partners from the region's public, private, and civic sectors to craft a blueprint for business growth and new job creation in the region: the Pioneer Valley Plan for Progress, a compilation of economic strategies supported and advanced by an ever-expanding network of business, academic, civic, and other leaders from across the region. In 1999, the Pioneer Valley region was designated an Economic Development District by the U.S. Department of Commerce Economic Development Administration. This special designation has continued to transform the Plan for Progress, identified as the region's Comprehensive Economic Development Strategy (CEDS), providing an institutional framework for regional collaboration to define and advance key economic interests of the region and its people.

The 2004 Plan for Progress, a 10-year update of the original plan, features a description of our region in the past decade, including demographics, geography, regional assets, employment, and education data. It is centered on strategies that were developed through research and business community participation, and it identifies 13 strategic goals (with additional goals added in 2009 and 2012) as critical for growing the people, companies, and communities in the region. In addition, the Plan includes seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

There is a continuing effort to work with economic boundaries that reflect economic realities rather than static political boundaries. In the mid-1990s, the Plan for Progress leadership invited our Massachusetts neighbors to the north in the Franklin region to participate in the planning process. While the Franklin region now has its own Economic Development District and is not officially considered a part of the Pioneer Valley District, it is an active and valued partner in the Plan for Progress, and its inclusion more accurately reflects the Pioneer Valley's economic geography. This same spirit of successful collaboration is flourishing south across the Massachusetts-Connecticut border. The Hartford-Springfield Economic Partnership which has created the north-south regional venture, the New England Knowledge Corridor, continues to build an interstate regional framework that will reap substantial economic and other benefits for the Pioneer Valley.

This 2012 CEDS Annual Report will give the region's leadership a current picture of the status of the region's economy and the Plan for Progress economic strategies. As will be seen in this report, the economic data for the region reflects the recession of the last several years, with a slight improvement evident in 2011. As the recession took hold, unemployment grew rapidly from 2007 to 2010 (from 5.1% to 9.7%) but decreased to 8.5% in 2011. The poverty rate has also moderated slightly, from 15.8% in 2009 to 15.1% in 2010. This is the first time in over a decade that the total poverty rate in the Pioneer Valley region has been lower than the national rate, which was 15.3% in 2010.

The economy continues to transition from a large manufacturing sector to a smaller, more specialized manufacturing cluster and an expanding service industry. Although growth has slowed more recently, the fastest growing sectors over the past five years have been educational services; health care and social assistance; and a wide-ranging service sector that includes personal, household, automobile and social services. Overall, the region's population has increased by just 2.2% since 2000. If it were not for foreign immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000, due to substantial outmigration. The region's Latino population, in particular, grew by 39% during that period.

The Pioneer Valley region faced a series of severe and unusual natural disasters over the past year. The first was a deadly EF-3 tornado in June 2011 that left a path of destruction in communities across Hampden and Worcester County. Hundreds of homes were destroyed or had major structural damage, and three people were killed. In August of 2011, Hurricane Irene swept up the East Coast, becoming a Tropical Storm in the New England states. The storm caused severe flooding with destruction of homes, roads and bridges. In addition, the flooding destroyed acres of agricultural crops about to be harvested. The region was affected even more widely during the historic snowstorm of October 29-30, 2011. Heavy snow and high winds resulted in widespread tree damage, and storm debris blocked roads and highways, brought down power lines, and damaged homes and cars throughout the state. About 670,000 residents and businesses lost power for days, and five people died as a result of the storm.

Despite these events and the extended recession, which has contributed to numerous home foreclosures in the region, the Pioneer Valley region has many competitive advantages which support growth and innovation in the economy. These include:

- 1) An exceptional quality of life, with the area's natural beauty, cultural amenities, and recreational opportunities.

- 2) A strategic and highly accessible location at the crossroads of New England.
- 3) A history and ongoing practice of innovation and pioneering technologies.
- 4) A center of education excellence, with one of the most skilled and highly educated workforces in the world.
- 5) A responsive job training and retention infrastructure, with two outstanding Regional Employment Boards and two strong community colleges.
- 6) A telecommunications hub for New England, with federal funding to expand broadband access into underserved and un-served areas.
- 7) An entrepreneurial focus, with many small businesses that provide support functions for larger, established businesses.
- 8) An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor, InternHere.com program, and Sustainable Communities Initiative.
- 9) Housing affordability, especially as compared to the Greater Boston area.
- 10) Superior medical facilities, personnel, services, training, and research.

These combined assets have allowed the region to move forward with a number of critical and inspiring initiatives that bode well for future years. Some brief highlights of this year's accomplishments, discussed in more detail later in this report, include:

Baystate Medical Center “Hospital of the Future” Completed

Baystate Medical Center's new “Hospital of the Future” was completed and opened in early 2012. Now called the MassMutual Wing, the 640,000-square-foot facility contains the Davis Family Heart and Vascular Center and the D'Amour Family Healing Garden. A 70,000-square-foot new emergency department is still under construction and will open in the fall of 2012. The project cost \$269 million and created 450 construction jobs.

The Massachusetts Green High Performance Computing Center (MGHPCC) and the Holyoke Innovation District

Construction of the Massachusetts Green High Performance Computing Center (MGHPCC) is well under way, with exterior work completed. The 90,300 square-foot building's first floor will contain the power and heating and cooling systems, while the second floor will house the computers themselves. The \$168 million facility will create 13 permanent new jobs, facilitate high-level scientific research, and serve as a catalyst for a new Holyoke Innovation District. With the help of a consultant team, the Holyoke Innovation District Task Force and the John Adams Innovation Institute of the Massachusetts Technology Collaborative completed the “Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region,” an action-oriented agenda that has been adopted as part of the Plan for Progress.

New Developments at Ludlow Mills

Westmass Area Development Corporation has made significant progress in the redevelopment of the 140-year-old Ludlow Manufacturing Associates complex. The purchase of the property was finalized, and the town of Ludlow has received funding to rebuild State Street in front of the complex with new utilities. HealthSouth Rehabilitation Hospital of Western Massachusetts is building a new \$25 million, 53-bed rehabilitation hospital on the property, and WinnDevelopment has announced plans to create 83 senior independent-living apartments in one of the Mill buildings.

Western Massachusetts Enterprise Fund Expands Services as “Common Capital”

The Western Massachusetts Enterprise Fund, Inc. (WMEF) changed its name to Common Capital and expanded its mission, programs and services. In addition to providing small business microloans, Common Capital now has funds available for operating capital and is seeking loan applications from community projects, nonprofits and larger employers.

Growth at Scibelli Enterprise Center

The Scibelli Enterprise Center (SEC) at Springfield Technical Community College is currently at 96 percent occupancy with all but one of its 27 office suites occupied. In all, there are twenty-four companies and organizations residing in the SEC, of which seven are also clients of the SEC Business Incubator. The SEC also became a founding member of ACTION, the Association of Cleantech Incubators of New England, and was the Massachusetts connector node for the regionally awarded i6 Challenge grant creating the Cleantech Innovations New England program.

Inaugural Leadership Pioneer Valley Program Successful

Leadership Pioneer Valley, the region’s new comprehensive, advanced leadership program, was launched in the fall of 2011, and on June 8, 2012, the inaugural class of 41 participants graduated. The program’s mission is to identify, develop, and connect diverse leaders to strengthen the Pioneer Valley. The nine-month curriculum challenges and engages participants in examining critical issues affecting the region, learning about its diverse communities, and expanding their leadership skills.

A Pipeline of Workers for the Precision Manufacturing Industry

The Regional Employment Board of Hampden County, Inc., in partnership with the Western Massachusetts Chapter of the National Tooling and Machining Association (WMNTMA) and others, received funding to implement the second phase of the successful Precision Manufacturing Regional Alliance Project (PMRAP). This program began in the fall of 2011 and will identify the new technology skills needed; enhance the education/training infrastructure; strengthen incumbent workforce skills; and ensure development of a sustainable talent pipeline.

Ready for the Future

These successes are just a small sampling of the progress that has been made in the region over the past year, despite tremendous economic odds and natural disasters. This CEDS Annual Report has been developed to serve as a working document used by both the private and public sectors, to continually prompt thought and discussion about the region's economy and to motivate participation in the planning and implementation process. As we progress through the 21st century, economic growth and health for the Pioneer Valley region will increasingly depend on building and expanding the private-public partnerships that started this process over fifteen years ago.

AN ANALYSIS OF REGIONAL ECONOMIC CONDITIONS



Redevelopment of Technical High School as State Data Center in Downtown Springfield
Photo by Raphael Centeno

A Snapshot of the Pioneer Valley Region

Located in the midwestern section of Massachusetts and covering 1,179 square miles, the Pioneer Valley region and Economic Development District (EDD) encompasses the fourth largest metropolitan area in New England. The region is bisected by the Connecticut River

and is bounded to the north by Franklin County, to the south by the state of Connecticut, to the east by the Quabbin Reservoir and Worcester County, and to the west by Berkshire County. The Pioneer Valley region, which constitutes the 43 cities and towns within the Hampshire and Hampden county areas, is home to about 621,570 people and the urbanized areas of Springfield, Chicopee, and Holyoke.

The third largest city in Massachusetts, Springfield is the region's cultural and economic center. Springfield is home to several of the region's largest employers, including Massachusetts Mutual Life Insurance Company, Baystate Medical Center, Mercy Hospital Incorporated, and Solutia. Major cultural institutions include the Springfield Symphony, City Stage, the Mass Mutual Convention Center, Quadrangle Museums, the Basketball Hall of Fame, and the Dr. Seuss National Memorial Sculpture Garden.

The cities of Chicopee and Holyoke were the first planned industrial communities in the nation. Merchants built an elaborate complex of mills, workers' housing, dams, and canal systems that evolved into cities. While many of the historic mills and industries are now gone, a number of 19th and 20th century structures are maintained and improved through municipal preservation and revitalization initiatives.

Unique within the Commonwealth of Massachusetts, the Pioneer Valley region contains a diverse economic base, internationally known educational institutions, and limitless scenic beauty. Dominant physical characteristics include the broad fertile agricultural valley formed by the Connecticut River, the Holyoke Mountain range that traverses the region from Southwick to Pelham, and the foothills of the Berkshire Mountains. Prime agricultural land, significant wetlands, and scenic rivers are some of the region's premier natural resources. Choices in life-style range from contemporary downtown living to stately historic homes, characteristic suburban neighborhoods, and rural living in very small communities—a variety that contributes to the diversity and appeal of the region. Its unique combination of natural beauty, cultural amenities, and historical character make the Pioneer Valley region an exceptional environment in which to live, work and play.

The State of the Pioneer Valley Region

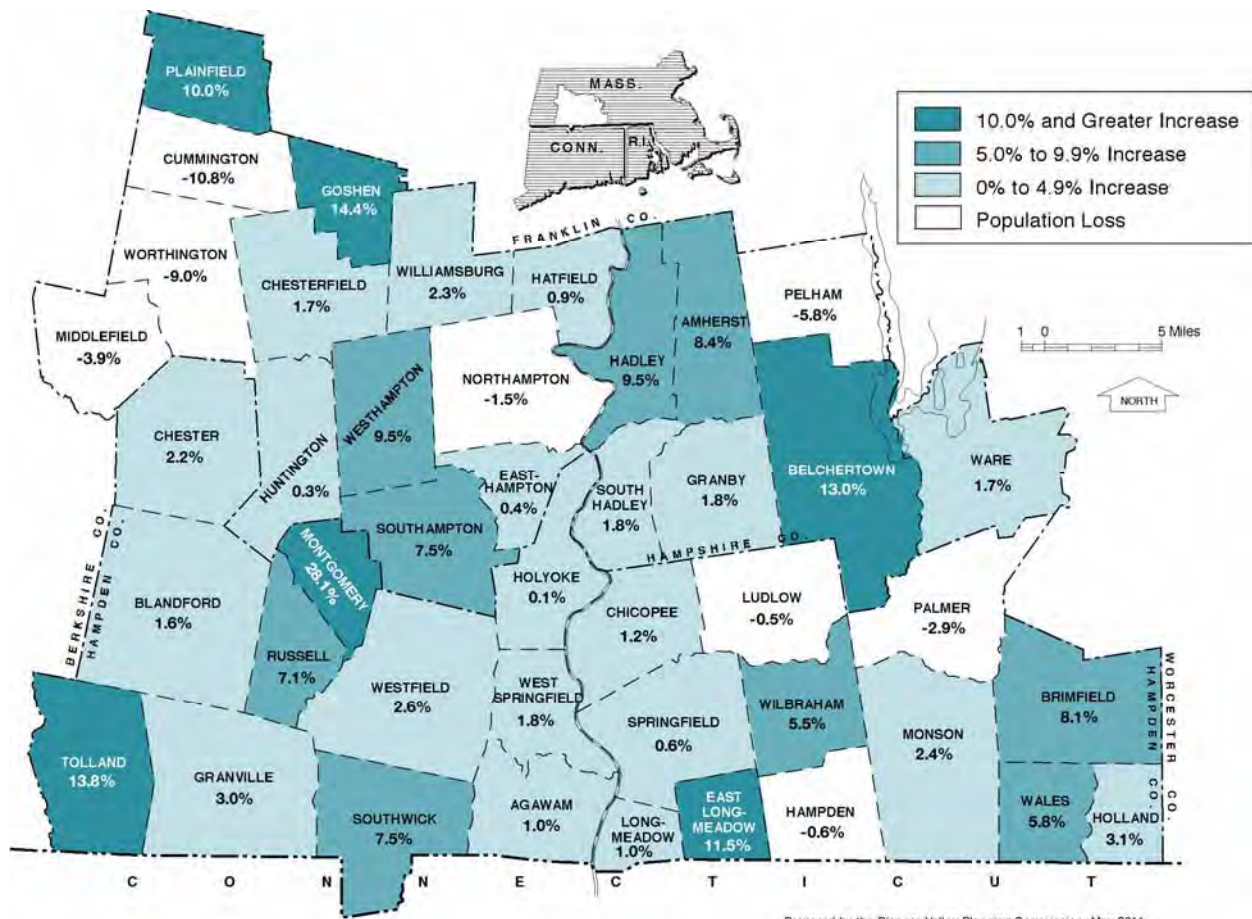
The People

Changes in Population

During the 1990s and early 2000s, the population of the Pioneer Valley region grew modestly. Unlike widely publicized cases of urban renewal in cities such as Chicago, the region's most urbanized areas either remained stable or lost population, while numbers rose mainly in the outlying rural communities.

According to the recent census, the region's population increased by just 2.2% between 2000 and 2010. Of that limited growth, very little occurred in the urban areas: Collectively, the population of Agawam, Chicopee, Holyoke, Springfield, and West Springfield grew by less than 1 percent between 2000 and 2010. This departs only slightly from the trend during the 1990s when the region's three largest cities — Springfield, Chicopee, and Holyoke — all experienced population declines. There was some shift in this trend between 2000 and 2010, as all three cities experienced either stable population or slight growth instead of decline.

Figure 1: Percent Change in Population (2000-2010)



Source: U. S. Decennial Census 1990-2010

Table 1: Changes in Total Population of the Pioneer Valley Region (1990 - 2010)

	1990	2000	2010	Avg. Annual Change 1990-2000	Avg. Annual Change 2000-2010
United States	248,709,873	281,421,906	308,745,538	1.3%	1.0%
Massachusetts	6,016,425	6,349,097	6,547,629	0.6%	0.3%
Pioneer Valley Region	602,878	608,479	621,570	0.1%	0.2%
Hampden County	456,310	456,228	463,490	0.0%	0.2%
Hampshire County	146,568	152,251	158,080	0.4%	0.4%
Agawam	27,323	28,144	28,438	0.3%	0.1%
Amherst	35,228	34,874	37,819	-0.1%	0.8%
Belchertown	10,579	12,968	14,649	2.3%	1.3%
Blandford	1,187	1,214	1,233	0.2%	0.2%
Brimfield	3,001	3,339	3,609	1.1%	0.8%
Chester	1,280	1,308	1,337	0.2%	0.2%
Chesterfield	1,048	1,201	1,222	1.5%	0.2%
Chicopee	56,632	54,653	55,298	-0.3%	0.1%
Cummington	785	978	872	2.5%	-1.1%
East Longmeadow	13,367	14,100	15,720	0.5%	1.1%
Easthampton	15,537	15,994	16,053	0.3%	0.0%
Goshen	830	921	1,054	1.1%	1.4%
Granby	5,565	6,132	6,240	1.0%	0.2%
Granville	1,403	1,521	1,566	0.8%	0.3%
Hadley	4,231	4,793	5,250	1.3%	1.0%
Hampden	4,709	5,171	5,139	1.0%	-0.1%
Hatfield	3,184	3,249	3,279	0.2%	0.1%
Holland	2,185	2,407	2,481	1.0%	0.3%
Holyoke	43,704	39,838	39,880	-0.9%	0.0%
Huntington	1,987	2,174	2,180	0.9%	0.0%
Longmeadow	15,467	15,633	15,784	0.1%	0.1%
Ludlow	18,820	21,209	21,103	1.3%	0.0%
Middlefield	392	542	521	3.8%	-0.4%
Monson	7,776	8,359	8,560	0.7%	0.2%
Montgomery	759	654	838	-1.4%	2.8%
Northampton	29,289	28,978	28,549	-0.1%	-0.1%
Palmer	12,054	12,497	12,140	0.4%	-0.3%
Pelham	1,373	1,403	1,321	0.2%	-0.6%
Plainfield	571	589	648	0.3%	1.0%
Russell	1,594	1,657	1,775	0.4%	0.7%
South Hadley	16,685	17,196	17,514	0.3%	0.2%
Southampton	4,478	5,387	5,792	2.0%	0.8%
Southwick	7,667	8,835	9,502	1.5%	0.8%
Springfield	156,983	152,082	153,060	-0.3%	0.1%
Tolland	289	426	485	4.7%	1.4%
Wales	1,566	1,737	1,838	1.1%	0.6%
Ware	9,808	9,707	9,872	-0.1%	0.2%
West Springfield	27,537	27,899	28,391	0.1%	0.2%
Westfield	38,372	40,072	41,094	0.4%	0.3%
Westhampton	1,327	1,468	1,607	1.1%	0.9%
Wilbraham	12,635	13,473	14,219	0.7%	0.6%
Williamsburg	2,515	2,427	2,482	-0.3%	0.2%
Worthington	1,156	1,270	1,156	1.0%	-0.9%

Source: U. S. Decennial Census, 1990-2010

Table 2: Hispanic or Latino Population in the Pioneer Valley Region 2000-2010

	Hispanic or Latino Persons			% of Total Population		
	2000	2010	% Change	2000	2010	% Change
Pioneer Valley Region	75,129	104,231	38.7%	12.3%	16.8%	4.5%
Hampden County	69,917	96,776	38.4%	15.3%	20.9%	5.6%
Hampshire County	5,212	7,455	43.0%	3.4%	4.7%	1.3%
Massachusetts	428,729	627,654	46.4%	6.8%	9.6%	2.8%
United States	35,305,818	50,477,594	43.0%	12.5%	16.3%	3.8%

Sources: U. S. Census Bureau, 2000 & 2010 Decennial Census

Table 3: Population by Race 2010

	White	African American	Native American	Asian	Pacific Islander	Other Races
Pioneer Valley Region	82.0%	8.0%	0.4%	2.7%	2.7%	7.5%
Hampden County	79.0%	9.0%	0.4%	2.0%	2.0%	9.5%
Hampshire County	91.0%	3.0%	0.2%	4.6%	4.6%	1.6%
Massachusetts	82.5%	6.8%	0.3%	5.5%	5.5%	4.8%
United States	74.6%	13.0%	1.0%	4.8%	4.8%	6.4%

Source: U. S. Census Bureau , 2010 Decennial Census

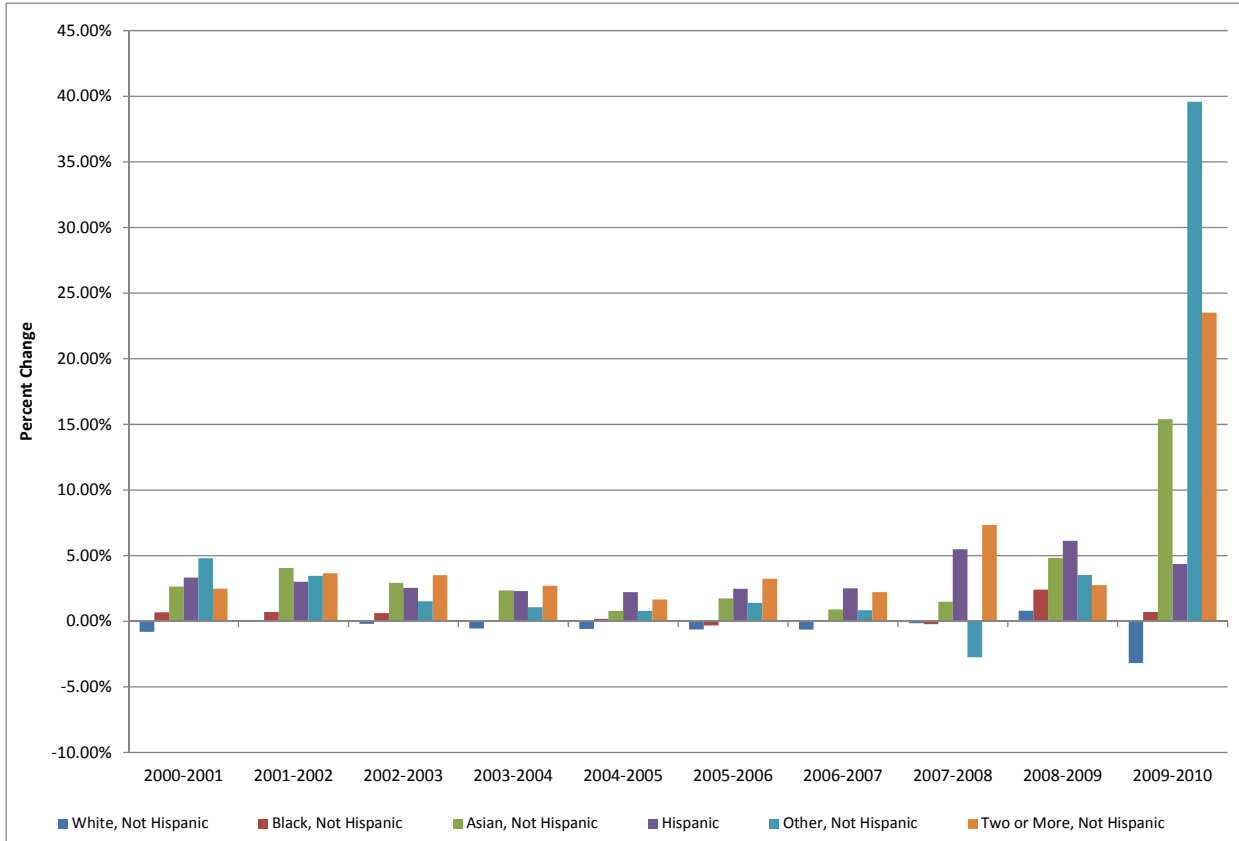
Percentages add up to more than 100% because of ability to report more than one racial category. Because the U.S. Census Bureau considers Hispanic/Latino an ethnic category rather than a race category, all race categories include some people who are Hispanic or Latino and some who are not.

While the population in the urban core remained stable in the past decade, the suburban and rural communities experienced growth. Figure 1 depicts the pattern of population growth and decline between 2000 and 2010. The areas of greatest proportions of growth are generally outside the most urbanized, and even suburban, parts of the region. Rural communities, such as Montgomery, Goshen, Tolland, Belchertown, and Plainfield experienced significant population growth in that time period.

During the 1990s, the northern urban areas of Northampton and Amherst experienced a population decline, while the more rural communities around them grew. Although between 2000 and 2010 Amherst's population climbed back to its 1990 level, the general pattern of big proportional increases happening in smaller towns continued, with Belchertown growing by 13 percent. Continuing an established trend, the region's Hispanic and Latino population grew by 38.7 percent between 2000 and 2010, a rate of growth that was significant, though slightly lower than that of both the state and nation (see Table 2). While the rate of growth in the Hispanic and Latino population has been slightly slower than that of the state, at approximately 16% of the total population, the Hispanic and Latino population is actually slightly higher than that of the nation. In this sense, the Pioneer Valley looks less like the rest of the state as a whole and more like the nation. Conversely, the proportion of the Pioneer Valley population identifying exclusively as White (82%) is closer to that of the state (82.5%) than to the nation (74.6 percent). (See Table 3.)

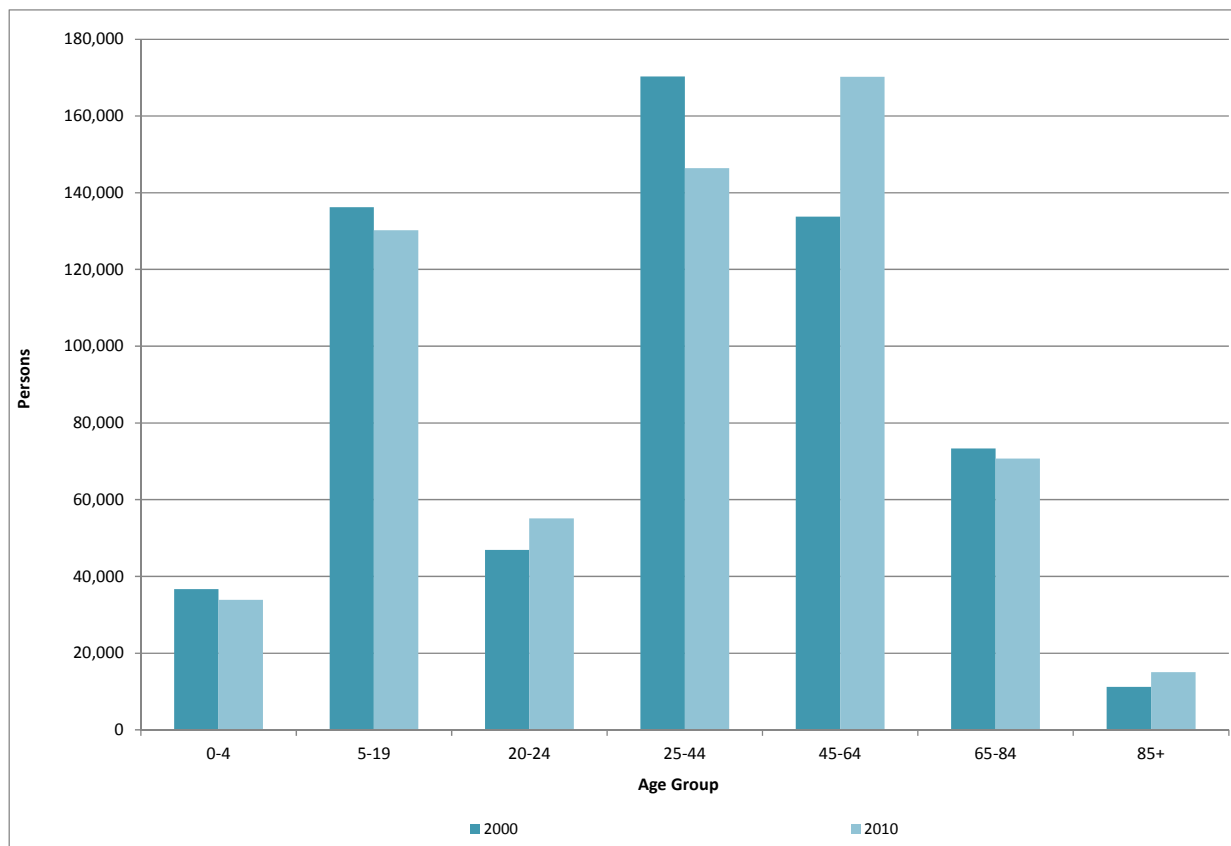
While the proportion of people who identify as White in the Pioneer Valley is now almost the same as that of Massachusetts as a whole, the breakdown of people who identified as races other than White were slightly different. The Pioneer Valley region was 1.2% higher in the proportion of people who identify as African Americans and 2.7% higher in the proportion of people who consider themselves a race other than the main five classifications recognized by the U.S. Census Bureau. Conversely, in 2010, those who identify as Asian accounted for 5.5% of the state's population, but they made up only 2.7% of the population of the Pioneer Valley.

Figure 2: Pioneer Valley Region Population Changes by Race and Ethnicity



Source: U.S. Census Bureau, 2010 County Population Estimates.
 Note: In 2010, an additional Race category of "Some other race, not otherwise specified" was included in the category of "Other, Not Hispanic" which contributed to the significant increase in that category.

Figure 3: Population by Age in the Pioneer Valley Region

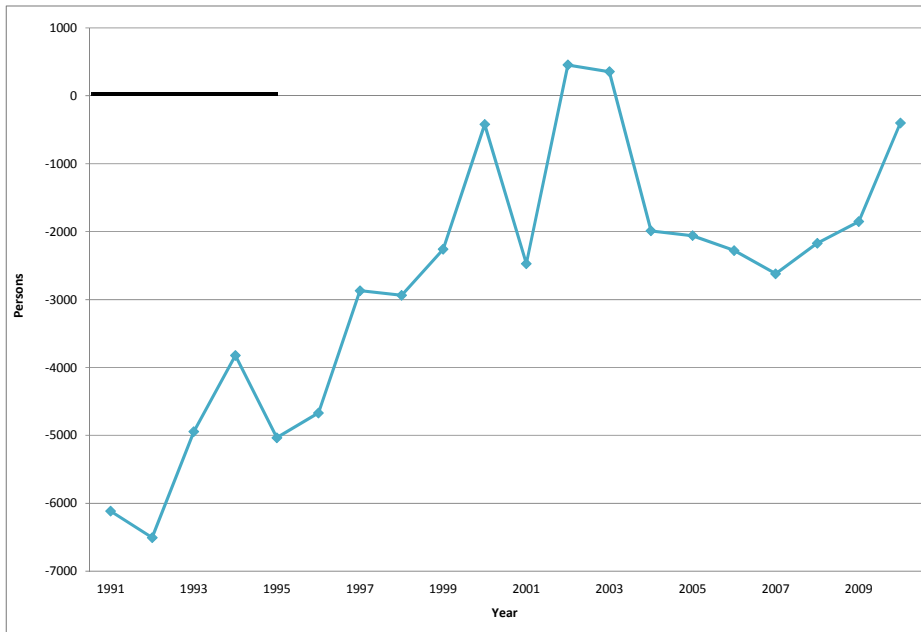


Source: U.S. Census Bureau Decennial Census 2000 and 2010 County Population Estimates.

Demographics and Migration

Retaining its population base has proven to be a challenge for the region. Throughout the 1990s, the Pioneer Valley experienced a net domestic out-migration of 39,166 people. The peak year for migration out of the Valley was 1992. This was also the period during the recession of the 1990s when unemployment peaked in the region. It is not yet apparent whether current economic trends will cause similar migration trends in the coming period for the region. The effect of economic conditions on migration trends may be difficult to discern unless it is drastic, as out-migration from 2005-2010 averaged 1,897 people annually.

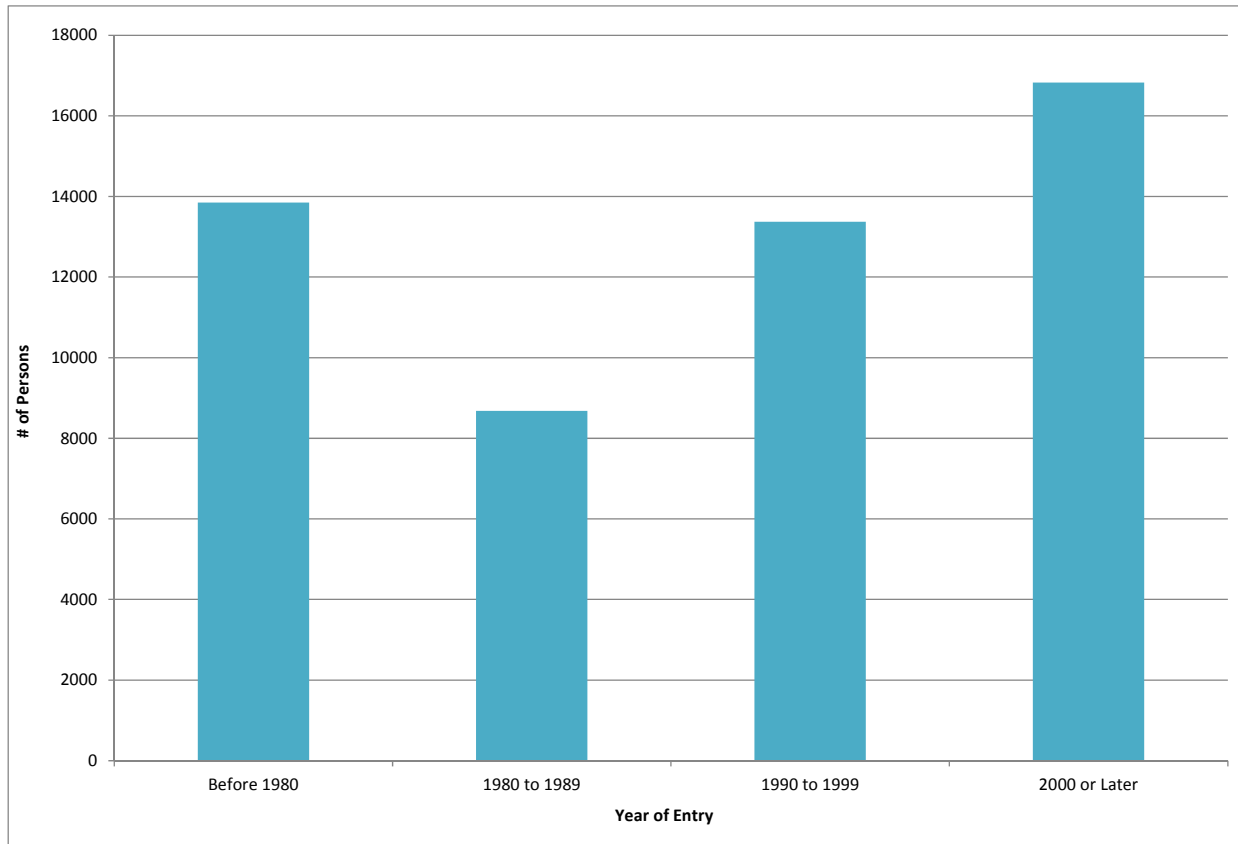
Figure 4: Net Domestic Migration in the Pioneer Valley Region



Source: U. S. Census Bureau Population Division, 2010

The Pioneer Valley has always been a destination for foreign immigrants and this continues to be the case. From 1990 to 1999 inclusive, a total of 14,218 new immigrants settled in the Pioneer Valley region. In fact, if not for foreign born immigration, the Pioneer Valley region would have experienced a net loss of population between 1990 and 2000. Since 2000, this trend of foreign immigration has continued. During the period 2000-2010 inclusive, an additional 16,829 people immigrated to the region from another country representing 2.7% of the 2010 U.S. Census population count.

Figure 5: Foreign Born Persons by Year of Entry in the Pioneer Valley Region

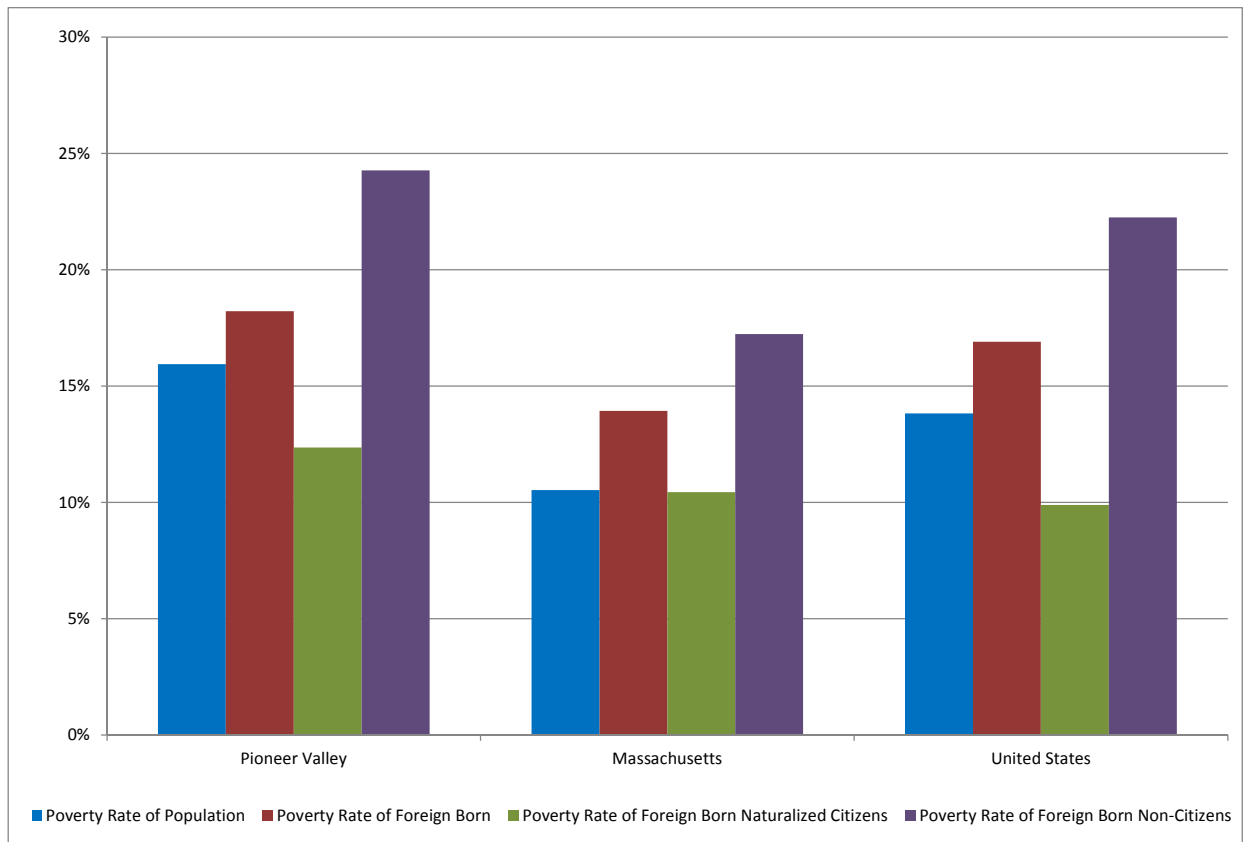


Source: U.S. Census Bureau American Community Survey, 2006-2010 Five-Year Estimates

A frequent concern about the region’s high level of international immigration is that there are not adequate services for new arrivals who often enter the country with few resources. However the Valley, with its history of immigration dating back to the industrial mills of the nineteenth century, has demonstrated the capacity to readily absorb new immigrants into the economy. For instance, in 2009 the difference between the poverty rate of the foreign born and the total population in the Pioneer Valley was only 0.7 percent, whereas the difference was 3.3 percent Massachusetts and 2.9 percent in United States. However, it does appear that hard times in the economy had a stronger impact on the foreign born population, both within the region and across the country. In 2010 the commonly minimal difference between the poverty rate of foreign born people and the total population increased from 0.7% in 2009 to a 2.0% difference. This difference for the region was still a percentage point lower than the differences existing across the state and nation between foreign born populations and nation and foreign born populations (both 3%), as demonstrated in Figure 6.

Perhaps even more significant, once immigrants have been in the country for some time (as indicated by naturalized citizenship), they have a poverty rate in the Pioneer Valley that is 4 percent below that of the population as a whole (see Figure 6). Immigration has been, and will continue to be important to the growth of the region’s population and economy.

Figure 6: 2006-2010 Poverty Rates for all Persons and Foreign Born Persons By Citizenship Status



Source: U.S. Census Bureau, 2006-10 American Community Survey 5-Year Estimates

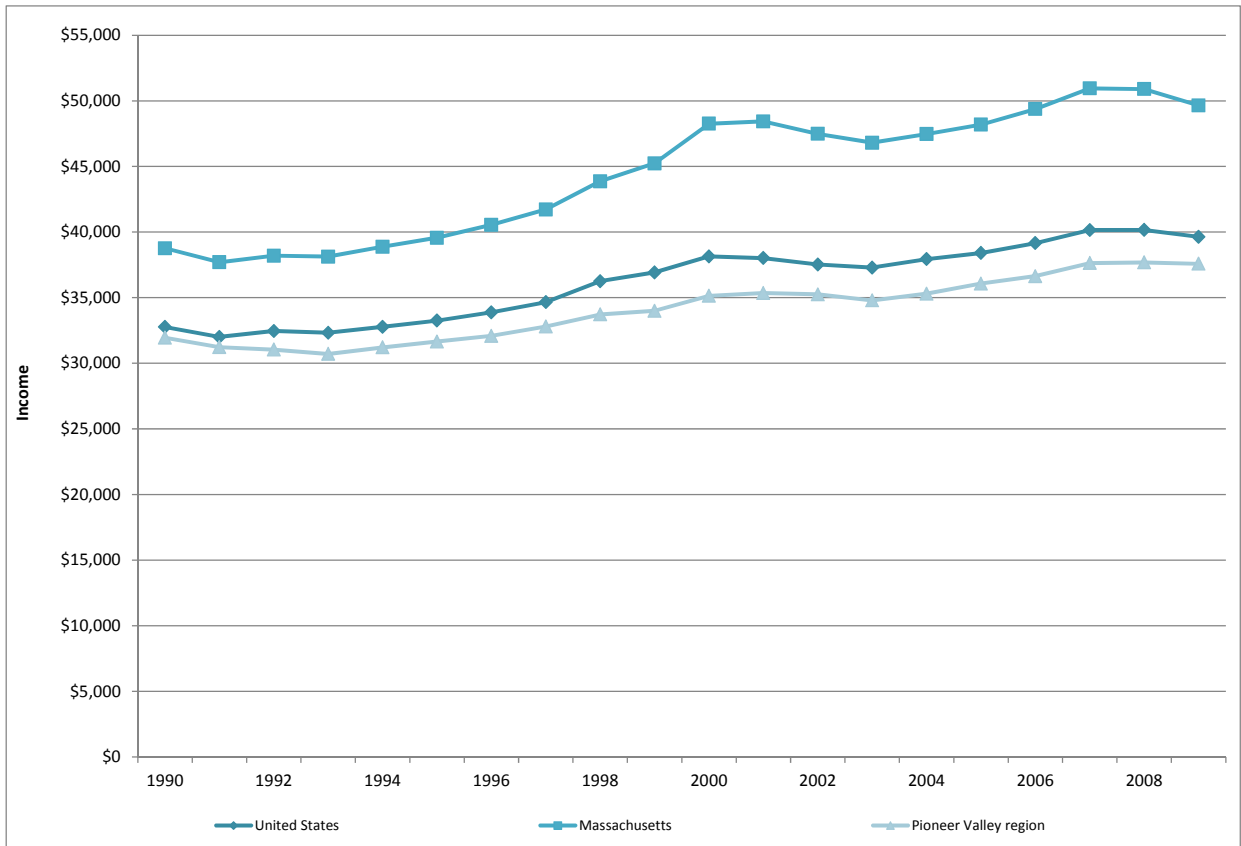
Income and Poverty

To measure economic growth we examine several indicators including per capita income, median family income, and poverty rates. According to these measures, the Pioneer Valley region experienced economic improvement consistent with national rates during the 1990s, and, while growth was been slower than the nation for the first part of the 2000s, the region's economy seems to have been effected less negatively than that of the state and nation.

Per capita income is a useful measure of economic growth because it controls for population change by measuring total income as it relates to population size. Inflation is controlled by converting the annual values to current year dollars using the Consumer Price Index for the Northeast. As can be seen in Figure 7, the region's per capita income is significantly less than the per capita income for the Commonwealth and slightly below that of the nation. Much of the economic growth is the result of economic changes in the 1990s. In 1980, the difference between incomes in the Valley and state, adjusting for inflation, was \$3,255 but in 2009 it was \$12,062. This difference exists despite significant regional growth, as evidenced by the 15 percent growth of per capita income between 1990 and 2009. However, in a comparable time period, Massachusetts incomes grew more than two thirds faster (21.9 percent). Since 2000, this trend has shifted and growth rates in the Pioneer Valley have surpassed those of the state and nation: The region's per capita income gains have equaled 6.5 percent while gains have been a moderate 2.8 percent statewide.

According to 2006-2010 5-year estimates from the U.S. Census Bureau, "real" per capita income rose between 2000 and 2010 in 18 Pioneer Valley communities (see Table 4). Chesterfield experienced inflation-adjusted increases in per capita income exceeding 20 percent. The communities of Pelham, Chester, Wales, Montgomery, Southwick, and Palmer all experienced double-digit increases in per capita income. In contrast, Tolland, Amherst, Hadley, Springfield, Holyoke, and Chicopee experienced double-digit decreases in per capita income.

Figure 7: Per Capita Income (Adjusted to 2009 \$)



Source: U.S. Bureau of Economic Analysis, Regional Economic Information System, 1980-2009

Note: In the case of Per capita income and with all other data that was available with a median or rate by county, weighted averages were calculated to determine the value appropriate for the Pioneer Valley region overall.

Table 4: Changes in Per Capita Income

	Per Capita Income (2010\$)		
	2000 Count	2006-2010 Estimate	% Change
Massachusetts	\$34,972	\$33,966	-2.96
Pioneer Valley Region	\$27,055	\$25,646	-5.49
Hampden County	\$26,332	\$24,718	-6.53
Hampshire County	\$29,222	\$28,367	-3.01
Agawam	\$30,403	\$30,153	-0.83
Amherst	\$23,484	\$20,422	-14.99
Belchertown	\$29,563	\$32,374	8.68
Blandford	\$32,725	\$33,926	3.54
Brimfield	\$31,952	\$30,332	-5.34
Chester	\$24,388	\$28,069	13.11
Chesterfield	\$25,900	\$33,276	22.17
Chicopee	\$25,126	\$22,829	-10.06
Cummington	\$29,044	\$26,971	-7.69
East Longmeadow	\$37,272	\$35,836	-4.01
Easthampton	\$29,541	\$29,333	-0.71
Goshen	\$29,944	\$31,123	3.79
Granby	\$31,275	\$30,142	-3.76
Granville	\$30,071	\$32,015	6.07
Hadley	\$33,615	\$29,249	-14.93
Hampden	\$35,966	\$37,029	2.87
Hatfield	\$33,437	\$33,942	1.49
Holland	\$29,336	\$30,260	3.05
Holyoke	\$21,444	\$18,766	-14.27
Huntington	\$26,122	\$27,591	5.32
Longmeadow	\$52,486	\$49,031	-7.05
Ludlow	\$27,093	\$26,739	-1.32
Middlefield	\$32,526	\$31,670	-2.70
Monson	\$30,345	\$30,017	-1.09
Montgomery	\$34,958	\$39,361	11.19
Northampton	\$32,371	\$31,447	-2.94
Palmer	\$25,151	\$27,944	10.00
Pelham	\$40,185	\$46,439	13.47
Plainfield	\$28,009	\$27,511	-1.81
Russell	\$28,727	\$26,450	-8.61
South Hadley	\$30,633	\$29,360	-4.33
Southampton	\$35,313	\$36,448	3.12
Southwick	\$29,317	\$32,952	11.03
Springfield	\$20,526	\$17,962	-14.27
Tolland	\$40,596	\$33,307	-21.89
Wales	\$28,658	\$32,692	12.34
Ware	\$25,479	\$26,544	4.01
West Springfield	\$28,274	\$27,274	-3.67
Westfield	\$27,760	\$25,937	-7.03
Westhampton	\$34,174	\$32,324	-5.72
Wilbraham	\$40,230	\$37,612	-6.96
Williamsburg	\$34,784	\$34,736	-0.14
Worthington	\$32,597	\$32,754	0.48

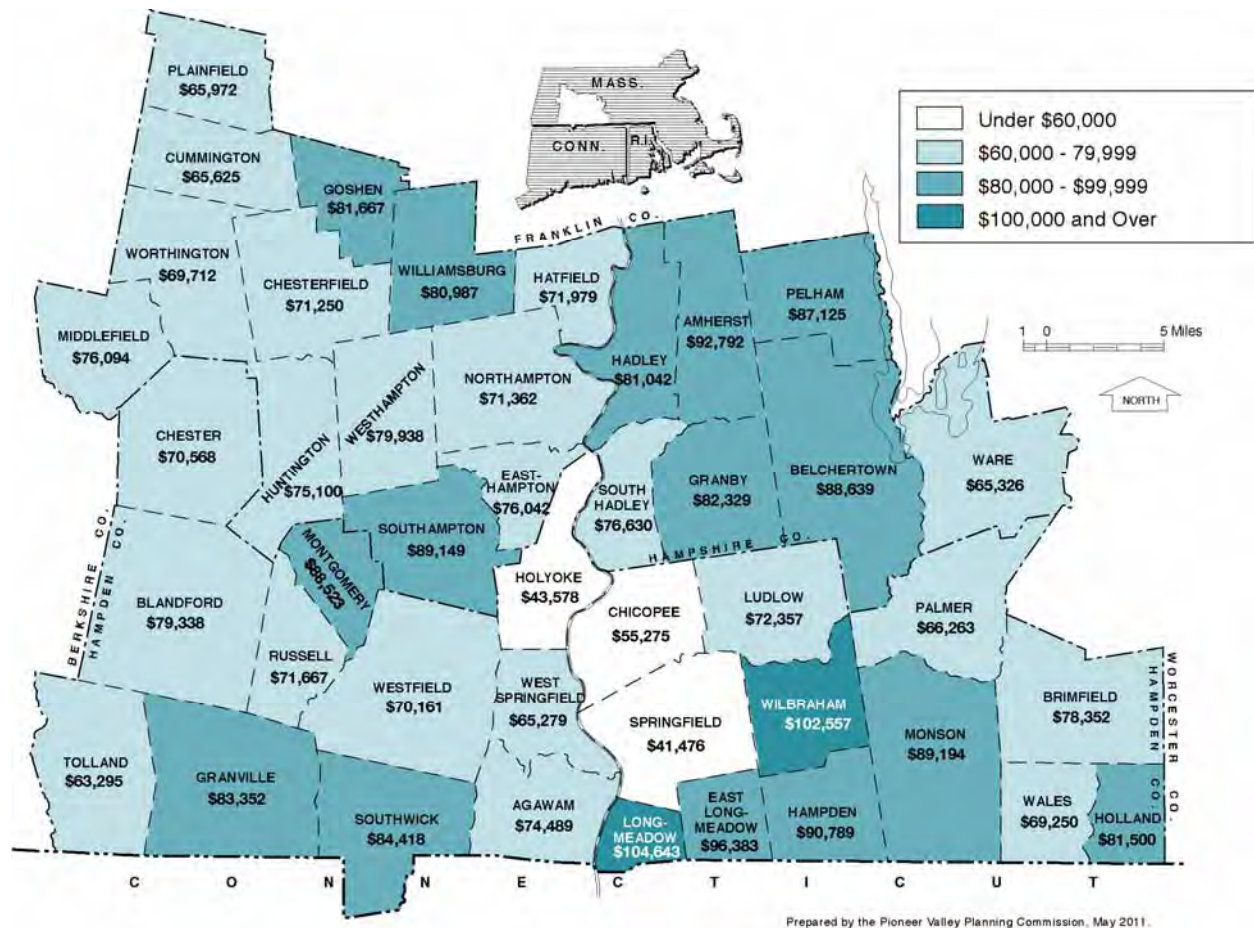
Source: U.S. Census Bureau 2000 Decennial Census and 2006-10 American Community Survey Estimates

Table 5: Changes in Median Family Income in the Pioneer Valley Region - 2000 to 2010

	Median Family Income (2010\$)		
	2000 Count	2006-2010 Estimate	% Change
Massachusetts	83,095	81,165	-2.32
Pioneer Valley Region	69,036	61,061	-0.25
Hampden County	66,376	80,891	-8.01
Hampshire County	77,457	65,672	4.43
Agawam	79,624	73,998	-7.07
Amherst	82,520	94,558	14.59
Belchertown	81,971	92,472	12.81
Blandford	80,011	77,679	-2.91
Brimfield	80,776	81,964	1.47
Chester	69,981	72,396	3.45
Chesterfield	77,297	69,000	-10.73
Chicopee	59,475	56,446	-5.09
Cummington	65,693	70,313	7.03
East Longmeadow	95,098	93,135	-2.06
Easthampton	73,188	80,403	9.86
Goshen	79,169	68,864	-13.02
Granby	77,662	82,460	6.18
Granville	79,801	82,847	3.82
Hadley	83,409	83,444	0.04
Hampden	101,615	96,979	-4.56
Hatfield	83,019	77,361	-6.81
Holland	76,843	84,479	9.94
Holyoke	48,687	39,935	-17.98
Huntington	70,488	70,526	0.05
Longmeadow	118,237	106,387	-10.02
Ludlow	75,081	70,895	-5.58
Middlefield	72,618	77,500	6.72
Monson	78,976	88,662	12.26
Montgomery	89,275	88,882	-0.44
Northampton	76,600	72,355	-5.54
Palmer	66,512	62,540	-5.97
Pelham	96,575	95,076	-1.55
Plainfield	62,044	65,875	6.17
Russell	65,546	71,518	9.11
South Hadley	79,092	77,901	-1.51
Southampton	87,537	95,184	8.74
Southwick	86,858	84,424	-2.80
Springfield	48,896	41,532	-15.06
Tolland	88,153	63,036	-28.49
Wales	69,573	77,935	12.02
Ware	61,320	66,564	8.55
West Springfield	67,758	63,887	-5.71
Westfield	74,556	69,828	-6.34
Westhampton	89,781	84,205	-6.21
Wilbraham	99,483	103,028	3.56
Williamsburg	75,238	82,317	9.41
Worthington	81,031	71,188	-12.15

Source: U.S. Census Bureau 2000 Decennial census and American Community Survey 2006-2010 5-Year Estimates

Figure 8: Median Family Income (2010)



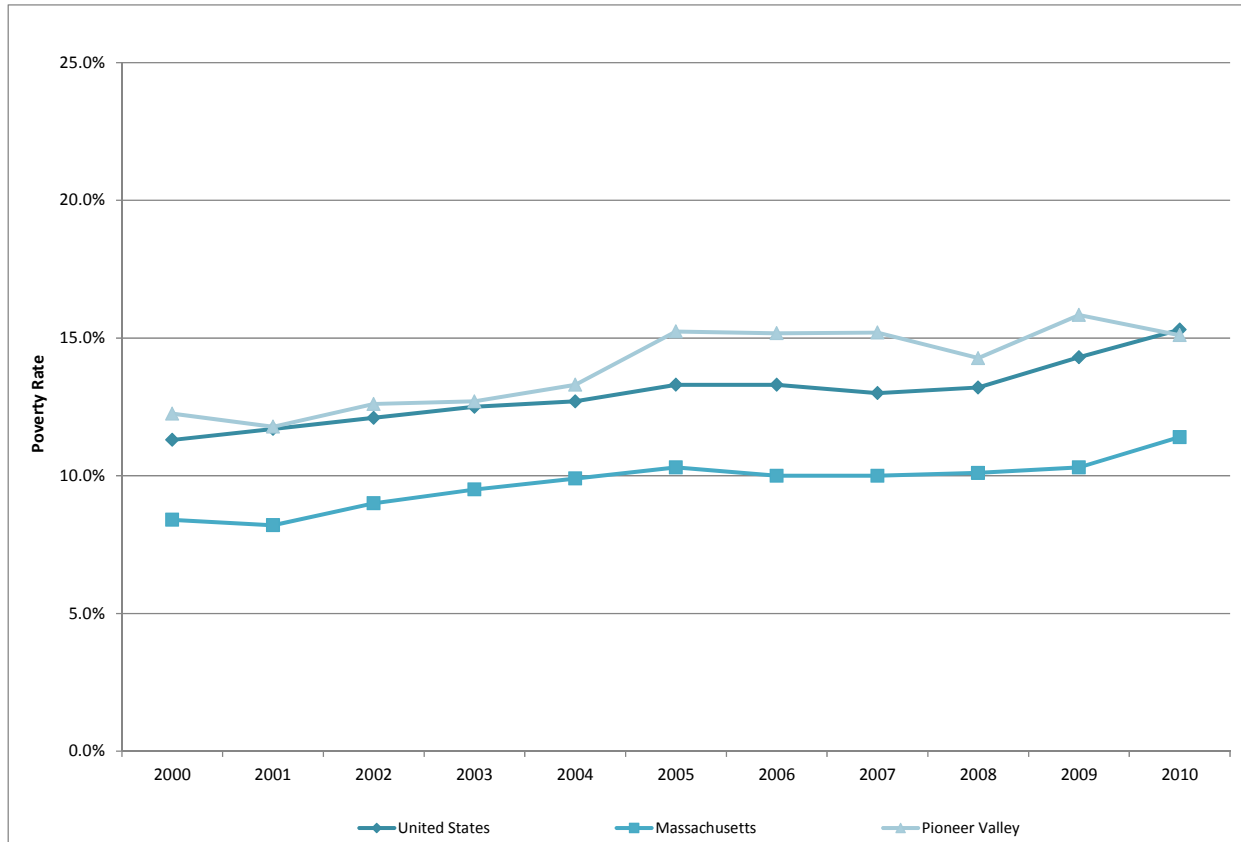
Source: United States Census Bureau American Community Survey 5-year Estimates, 2006-2010

According to the U.S. Census Bureau’s five-year estimates median family incomes in the Pioneer Valley increased by 4.4% between 2000 and the five year period between 2006-2010 (see Table 5). Within the region there are significant income disparities (see Figure 8). For example, while Longmeadow and Wilbraham have median family incomes of more than \$100,000, in Springfield and Holyoke incomes are closer to \$40,000.

What’s more, the lowest family incomes have continued to decline, particularly in Springfield and Holyoke (15.1% and 18% respectively). Showing that the fall in incomes is not exclusively a big-city phenomenon, the region’s smallest town, Tolland, experienced a 28.5% drop. Goshen, Worthington, Chesterfield, and Longmeadow also experienced significant proportional declines.

However, in several communities the numbers paint a more positive picture. Amherst and Belchertown both increased their median family incomes by 14.6% and 12.8%, respectively. In 1999 median family incomes in both towns were approximately \$80,000. Ten years later, both median incomes are both well over \$90,000, with Amherst at \$94,558 and Belchertown at \$92,472.

Figure 9: Poverty Rate in the Pioneer Valley Region, 2000-2010



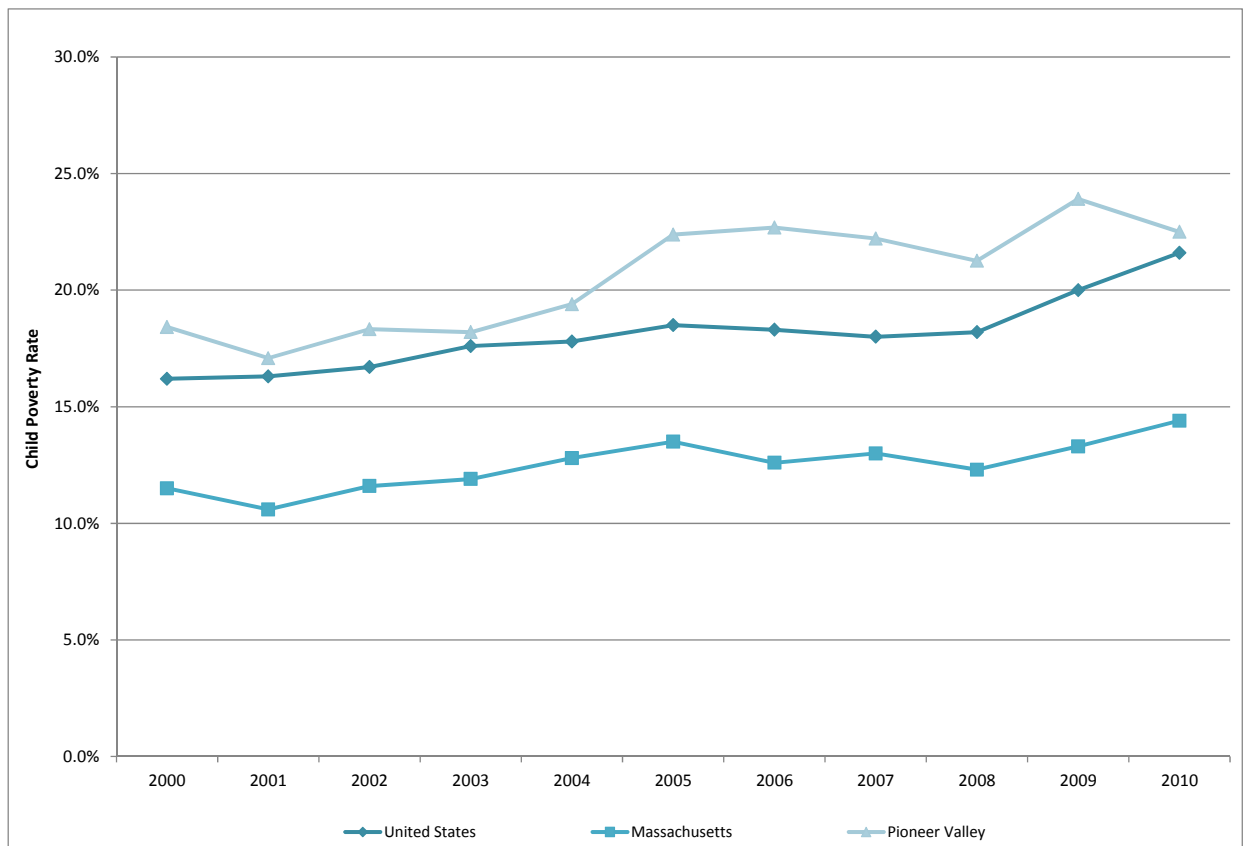
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2010
 Note: Poverty rates displayed in this figure may differ slightly from Table 6 and Figure 11 as different data sources were required

The poverty rate is another measure of quality of life and economic well-being. In the Pioneer Valley region, poverty rates amongst the general population have climbed from a low of 11.8 percent in 2001 to 15.1 percent in 2010 (as seen in Figure 9). Between 2005 and 2010, poverty rates have hovered consistently around 15 percent, dropping slightly in 2008 but then increasing again in 2009 to a rate higher than has existed for over a decade. With the prospect of economic conditions improving, the rate decreased slightly in 2010. This rate continues to follow a decade-long pattern of exceeding Massachusetts' overall rate by several percentage points. In 2010 this difference was 3.7 percent. The poverty rate trends, and the per capita income growth patterns previously mentioned, suggest that the region did not share equally in the state's economic growth at the end of the 1990s and the middle portion of the 2000s. On the other hand, it also appears that the region may not have been hit as hard, or at least as quickly by the recent economic crisis occurring throughout the nation. In 2010, for the first time in over a decade, the total poverty rate in the Pioneer Valley region was lower than that of the nation as whole.

In the ten year period from 2000 to 2010 child poverty rates in the region have been consistently higher than those for the United States and drastically so in relation to Massachusetts overall as seen in Figure 10. Child poverty rates in the Pioneer Valley region rose from 18.4% in 2000 to 22.5% in 2010 but had fallen below the 20 percent threshold from 2000 through 2004. Since 2005, child poverty rates in the Pioneer Valley region as a whole have exceeded 20% annually. This means that more than one in five children in the Pioneer Valley region has grown up in households with incomes below the poverty line.

According to the U. S. Census Bureau American Community Survey 2006-2010 5-Year Estimates, disparities in the distribution of poverty amongst the municipalities of the region are substantial. The major urban centers of Springfield and Holyoke continue to have by far the highest poverty rates in the region, well above 20 percent in all categories (as seen in Table 6). The town of Amherst has seen a significant increase in number of individuals living in poverty, surpassing Springfield to become the community with the second highest individual poverty rate in the region, second only to Holyoke. The large student population in Amherst is likely a major contributor to the high poverty rate in town, though this doesn't explain why there was such a large increase in the poverty rate in recent years. Springfield, Holyoke, Ware, Chicopee, Palmer, and Worthington all experienced significantly increasing percentages of children in poverty. Among those communities close to the urban centers, Westfield and West Springfield have also managed to keep relatively stable family and individual poverty rates but experienced a significant jump in child poverty (nearly 10% and 7% respectively). Chicopee has seen increases across all poverty rates.

Figure 10: Child Poverty Rate in the Pioneer Valley Region, 2000-2010



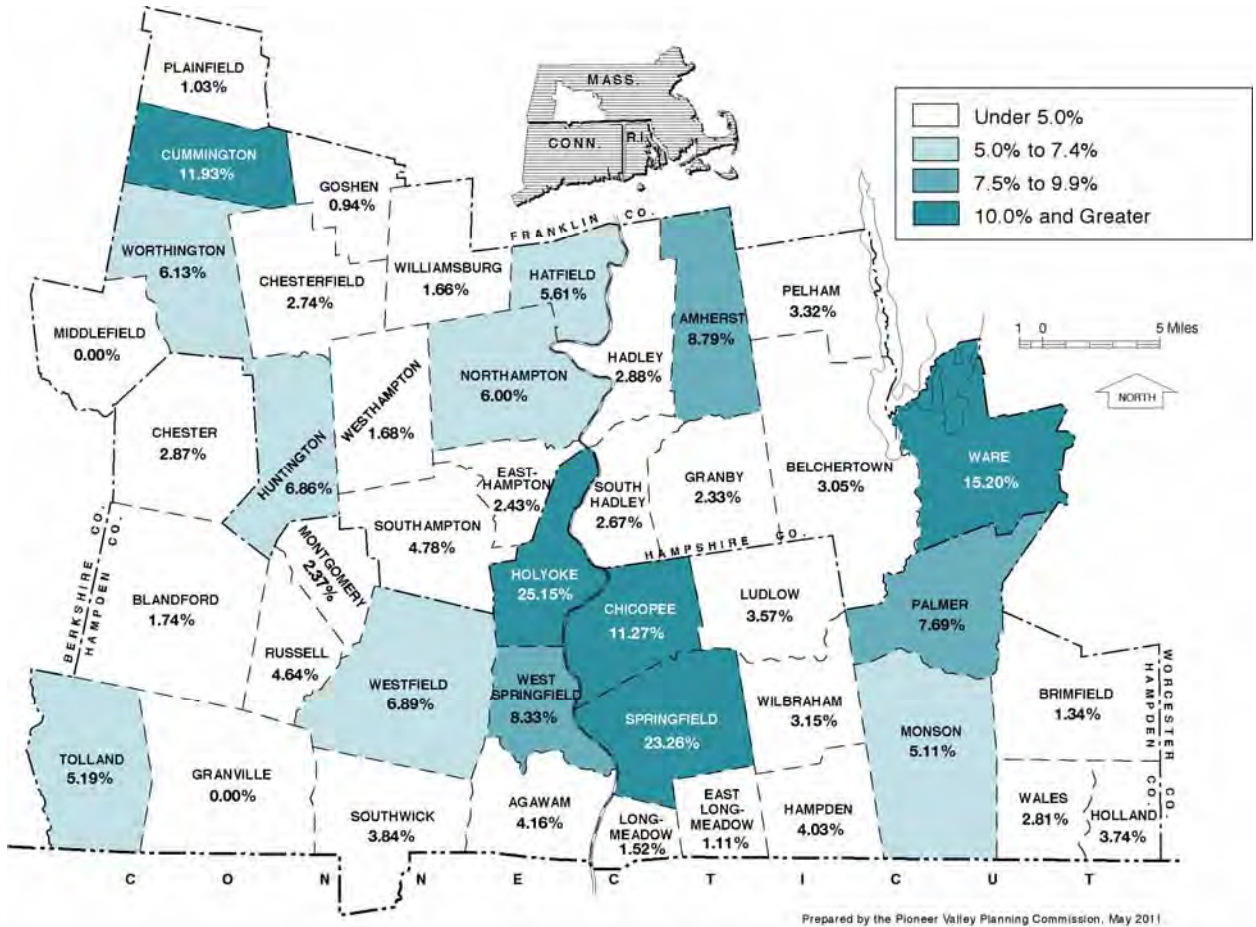
Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2010
 Note: Poverty rates displayed in this figure may differ slightly from Table 6 and Figure 11 as different data sources were required.

Table 6: Changes in Community Poverty Rates 2000 to 2010

	Families in Poverty		Children in Poverty		Individuals in Poverty	
	2000	2010	2000	2010	2000	2010
Massachusetts	6.70%	7.50%	6.70%	12.74%	9.3%	10.50%
Pioneer Valley Region	10.01%	11.57%	10.01%	22.60%	13.41%	15.43%
Hampden County	11.45%	13.20%	11.45%	25.44%	14.74%	17.20%
Hampshire County	5.05%	6.20%	5.05%	10.16%	9.40%	11.70%
Agawam	4.26%	6.30%	4.26%	6.74%	5.63%	8.10%
Amherst	7.23%	10.10%	7.23%	15.71%	20.21%	28.50%
Belchertown	5.11%	3.90%	5.11%	5.17%	5.90%	5.70%
Blandford	1.72%	2.90%	1.72%	7.50%	3.39%	5.50%
Brimfield	2.15%	1.20%	2.15%	5.09%	4.38%	3.50%
Chester	2.87%	3.50%	2.87%	2.32%	5.85%	7.10%
Chesterfield	3.38%	2.50%	3.38%	5.25%	5.69%	4.30%
Chicopee	9.59%	11.20%	9.59%	25.48%	12.25%	15.40%
Cummington	4.18%	10.60%	4.18%	12.67%	6.64%	13.50%
East Longmeadow	2.09%	1.40%	2.09%	2.63%	3.44%	3.00%
Easthampton	5.89%	3.30%	5.89%	4.01%	8.88%	6.20%
Goshen	4.27%	0.00%	4.27%	0.00%	7.87%	0.60%
Granby	0.95%	2.70%	0.95%	6.01%	2.21%	5.70%
Granville	1.77%	0.00%	1.77%	0.00%	3.38%	1.30%
Hadley	4.76%	2.40%	4.76%	6.30%	6.89%	7.10%
Hampden	1.36%	2.90%	1.36%	1.51%	2.21%	2.60%
Hatfield	1.37%	14.30%	1.37%	0.00%	2.77%	11.20%
Holland	6.51%	3.10%	6.51%	11.19%	7.29%	7.10%
Holyoke	22.56%	28.40%	22.56%	41.47%	26.38%	31.70%
Huntington	4.37%	10.20%	4.37%	10.69%	5.78%	10.70%
Longmeadow	0.97%	2.10%	0.97%	0.70%	2.05%	2.40%
Ludlow	5.27%	3.60%	5.27%	5.58%	6.35%	5.50%
Middlefield	7.32%	0.00%	7.32%	0.00%	8.62%	0.70%
Monson	5.25%	4.40%	5.25%	10.08%	5.58%	8.40%
Montgomery	1.01%	1.70%	1.01%	0.00%	2.94%	3.30%
Northampton	5.72%	7.70%	5.72%	15.08%	9.82%	13.10%
Palmer	5.76%	8.80%	5.76%	17.91%	7.88%	11.80%
Pelham	2.65%	4.40%	2.65%	11.35%	4.87%	4.70%
Plainfield	4.85%	1.70%	4.85%	3.15%	7.99%	5.20%
Russell	7.10%	3.80%	7.10%	9.88%	9.05%	6.30%
South Hadley	4.12%	4.60%	4.12%	7.89%	5.88%	6.90%
Southampton	1.82%	6.30%	1.82%	1.28%	2.36%	5.00%
Southwick	3.80%	2.60%	3.80%	8.82%	6.10%	4.00%
Springfield	19.32%	22.60%	19.32%	39.89%	23.08%	27.60%
Tolland	2.31%	4.80%	2.31%	6.59%	4.23%	3.40%
Wales	1.85%	3.50%	1.85%	4.64%	3.49%	4.50%
Ware	8.43%	11.10%	8.43%	26.34%	11.22%	13.70%
West Springfield	8.66%	9.50%	8.66%	15.62%	11.94%	12.20%
Westfield	6.85%	7.30%	6.85%	15.99%	11.28%	11.80%
Westhampton	1.94%	2.70%	1.94%	1.71%	3.54%	5.20%
Wilbraham	3.15%	2.00%	3.15%	6.00%	5.13%	3.10%
Williamsburg	1.22%	2.50%	1.22%	2.10%	5.48%	6.70%
Worthington	1.50%	5.80%	1.50%	13.48%	3.46%	7.60%

Source: U.S. Bureau of the Census 2000, American Community Survey 2006-10 5-Year Estimates

Figure 11: Families in Poverty (2010)



Source: American Community Survey 2006-10 5-Year Estimates

Education

The 43 communities in the Pioneer Valley region are served by 39 school districts, 9 of which serve only students from kindergarten through sixth grade. The 4 largest school districts are Springfield, Chicopee, Westfield and Holyoke, which together account for approximately one half of all the pupils in the region (see Table 7). Here and across the region, school enrollments continued to fall.

Thirty-two of the region's 39 districts saw enrollments decline between the 2011 and 2012 school year, most notably in Holland's Pre-K-6th schools where enrollment fell 9.39 percent; in Williamsburg's Pre-K through 8th grade schools where it dropped 7.14 percent; and in Wales' Pre-K through 6th grade schools where enrollment declined 7.10 percent. It is worth noting that these rural communities with declining enrollments are places where the population numbers as a whole remain fairly stable (see Table 1). For example, the population growth in Belchertown, Granby, and Ware was 0.2 percent, but enrollment declined 3.41%, 3.18% and 1.41%, respectively. In Goshen, Chesterfield, Southampton, and Westhampton, the population grew by approximately 1% while enrollments declined by 2.84 percent. Granville, Southwick, and Tolland all experienced less than 1.4% population increase while enrollments in that district declined by 3.87 percent.

Only 11 of the 39 districts have average per-pupil expenditures greater than or equal to the state's 2010 average per-pupil expenditure of \$13,055. The Pathfinder Regional Vocational Technical district had the highest per-pupil expenditure (\$19,828) out of all the region's districts serving students kindergarten through 12th grade. On the other end of the spectrum, Hatfield had the lowest average per-pupil expenditure, spending less than half that of Pathfinder at \$9,546.

In today's economy, a high school education is the minimum requirement to participate effectively in the job market. Unfortunately, the region's average high school dropout rate remains persistently at least 1% higher than the state's (see Table 8). However, in the two communities with the highest dropout rates (Holyoke and Springfield) per-pupil spending is above the statewide average, a factor that may help pull the dropout rates down over time.

Table 7: Pioneer Valley Region School Districts Profile

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Average Per Pupil Expenditures 2010	Average Teacher Salary 2010
		'10 – '11	'11 – '12	% Change		
Pioneer Valley Region		95,437	94,294	-1.20%	N/A	N/A
Agawam	Agawam	4,230	4204	-0.61%	\$12,909	\$62,066
Amherst (PK-6)	Amherst	1,242	1214	-2.25%	\$16,413	\$66,151
Amherst-Pelham (7-12)*	Amherst, Pelham	1,574	1545	-1.84%	\$17,144	\$68,995
Belchertown	Belchertown	2,607	2518	-3.41%	\$10,619	\$61,588
Brimfield (K-6)	Brimfield	349	328	-6.02%	\$11,752	\$63,967
Central Berkshire *	Cummington - only	1,933	1845	-4.55%	\$12,329	\$58,520
Chesterfield-Goshen (PK-6)	Chesterfield, Goshen	169	169	0.00%	\$10,375	\$54,256
Chicopee	Chicopee	7,875	7844	-0.39%	\$12,318	\$61,003
East Longmeadow	East Longmeadow	2,846	2797	-1.72%	\$11,189	\$65,398
Easthampton	Easthampton	1,567	1592	1.60%	\$11,354	\$62,439
Gateway	Blandford, Chester, Huntington, Middlefield, Montgomery, Russell, Worthington	1,103	1084	-1.72%	\$13,184	\$54,793
Granby	Granby	1,131	1095	-3.18%	\$10,132	\$58,188
Granville (PK-8)	Granville	149	146	-2.01%	\$14,189	\$61,527
Hadley	Hadley	710	700	-1.41%	\$10,141	\$51,348
Hampden-Wilbraham	Hampden, Wilbraham	3,596	3468	-3.56%	\$11,403	\$62,064
Hampshire	Chesterfield, Goshen, Southampton, Westhampton, Williamsburg	810	787	-2.84%	\$13,438	\$63,749
Hatfield	Hatfield	469	482	2.77%	\$9,546	\$53,993
Holland (PK-6)	Holland	245	222	-9.39%	\$11,589	\$54,643
Holyoke	Holyoke	5,896	5877	-0.32%	\$16,435	\$63,993
Longmeadow	Longmeadow	3,011	2953	-1.93%	\$12,158	\$63,884
Ludlow	Ludlow	2,987	2886	-3.38%	\$11,453	\$57,332
Mohawk Trail *	Plainfield-only	1,076	1049	-2.51%	\$16,215	\$53,824
Monson	Monson	1,383	1315	-4.92%	\$11,095	\$56,493
Northampton	Northampton	2,681	2704	0.86%	\$12,068	\$57,602
Northampton-Smith Vocational & Agricultural	Hampshire County	444	434	-2.25%	\$18,175	\$56,538
Palmer	Palmer	1,619	1582	-2.29%	\$12,032	\$65,096

(Continued Next Page)

**Table 7: Pioneer Valley Region School Districts Profile
(Continued)**

Public School District Name	Cities & Towns in the Pioneer Valley Region	Student Enrollment			Average Per Pupil Expenditures 2010	Average Teacher Salary 2010
		'10 – '11	'11 – '12	% Change		
Pathfinder Regional Vocational Technical **	Belchertown, Granby, Monson, Palmer, Ware	635	658	3.62%	\$19,828	\$61,833
Pelham (K-6)	Pelham	120	123	2.50%	\$14,162	\$62,355
South Hadley	South Hadley	2,075	1999	-3.66%	\$12,277	\$63,273
Southampton (PK-6)	Southampton	557	544	-2.33%	\$9,574	\$61,094
Southwick-Tolland	Granville, Southwick, Tolland	1,731	1664	-3.87%	\$10,624	\$57,164
Springfield	Springfield	25,213	25185	-0.11%	\$13,605	\$58,139
Tantasqua (7-13) *	Brimfield, Holland, Wales	1,782	1782	0.00%	\$12,141	\$69,194
Wales (PK-6)	Wales	169	157	-7.10%	\$12,397	\$60,753
Ware	Ware	1,277	1259	-1.41%	\$11,359	\$55,500
West Springfield	West Springfield	3,932	3868	-1.63%	\$12,156	\$61,029
Westfield	Westfield	5,938	5922	-0.27%	\$12,059	\$56,959
Westhampton (PK-6)	Westhampton	138	137	-0.72%	\$11,823	\$58,730
Williamsburg (PK-6)	Williamsburg	168	156	-7.14%	\$12,197	\$63,453

Source: Massachusetts Department of Education, School District Profiles, 2011

*Enrollment data for regional school district includes all students who attend schools within the Pioneer Valley Region. This includes some students who reside outside the Pioneer Valley Region.

**Enrollment data for vocational school district includes students who attend vocational schools within the Pioneer Valley Region. This includes some students who reside outside the Pioneer Valley Region.

Table 8: Annual High School Dropout Rate in the Pioneer Valley region - 2002 - 2011

School District	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Massachusetts	3.3%	3.7%	3.8%	3.8%	3.3%	3.8%	3.4%	2.9%	2.9%	2.8%
Pioneer Valley Region	5.0%	5.2%	5.6%	5.8%	4.4%	5.4%	5.1%	4.0%	4.6%	5.0%
Agawam	4.5%	5.2%	3.1%	3.4%	2.1%	4.4%	1.4%	2.2%	1.1%	1.9%
Amherst-Pelham	2.4%	2.5%	3.3%	2.2%	1.5%	2.5%	2.1%	0.8%	1.5%	2.1%
Belchertown	3.0%	2.5%	1.8%	0.5%	1.6%	1.6%	1.0%	1.4%	1.7%	1.1%
Central Berkshire	2.8%	3.8%	3.3%	2.9%	2.3%	1.6%	1.5%	1.4%	2.2%	1.7%
Chicopee	4.9%	7.9%	6.9%	7.3%	6.0%	6.0%	6.2%	5.7%	5.5%	5.4%
East Longmeadow	1.3%	0.8%	0.7%	0.6%	0.5%	1.5%	0.9%	0.6%	0.7%	0.4%
Easthampton	2.9%	0.0%	5.6%	4.5%	1.7%	2.1%	2.7%	2.0%	2.9%	2.9%
Gateway	3.9%	2.5%	6.0%	6.0%	4.3%	4.3%	5.1%	2.4%	2.9%	2.4%
Granby	1.6%	3.2%	3.0%	1.3%	0.0%	0.9%	1.1%	2.0%	1.1%	0.8%
Hadley	0.6%	1.2%	1.2%	1.9%	1.3%	0.6%	0.6%	1.0%	1.0%	1.0%
Hampden-Wilbraham	0.6%	1.7%	0.9%	2.0%	0.7%	1.2%	1.2%	0.7%	0.8%	0.6%
Hampshire	0.8%	2.1%	4.4%	1.5%	2.9%	2.9%	1.5%	1.9%	2.4%	1.0%
Hatfield	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	2.5%	4.5%	1.6%
Holyoke	7.6%	10.2%	11.1%	9.7%	11.7%	11.3%	11.6%	9.8%	9.5%	9.8%
Longmeadow	0.5%	0.1%	0.6%	0.5%	0.5%	0.1%	0.0%	0.5%	0.7%	0.5%
Ludlow	4.4%	1.3%	4.7%	1.5%	1.6%	1.7%	1.9%	0.9%	1.5%	0.8%
Mohawk Trail	2.7%	3.2%	5.9%	4.4%	2.4%	6.2%	5.0%	4.6%	3.6%	2.0%
Monson	0.0%	2.8%	4.4%	4.0%	1.2%	4.2%	0.5%	3.3%	2.7%	1.4%
Northampton	1.8%	2.6%	3.0%	3.8%	2.1%	1.9%	2.1%	1.2%	1.6%	0.9%
Northampton-Smith	4.3%	2.5%	5.2%	1.6%	3.3%	4.1%	1.8%	2.4%	1.3%	1.4%
Palmer	4.9%	3.5%	1.5%	1.0%	0.4%	4.1%	6.6%	3.6%	4.9%	7.1%
Pathfinder Voc Tech	2.6%	2.9%	2.8%	4.0%	3.0%	1.5%	3.1%	2.8%	2.6%	1.9%
Pioneer Valley Perf Arts	3.1%	2.8%	6.2%	8.8%	2.5%	4.5%	4.0%	1.3%	5.1%	2.6%
Sabis International	0.0%	0.4%	0.0%	1.3%	0.3%	1.5%	1.2%	0.2%	0.2%	0.6%
South Hadley	15.0%	4.7%	1.9%	1.4%	1.9%	3.3%	2.9%	2.0%	2.8%	2.0%
Southwick-Tolland	2.8%	1.9%	3.2%	0.5%	1.9%	2.6%	1.8%	4.5%	0.7%	1.6%
Springfield	7.0%	8.5%	8.1%	12.4%	8.3%	10.9%	9.7%	9.6%	10.5%	11.7%
Tantasqua	2.4%	3.2%	3.5%	3.1%	1.7%	1.2%	0.7%	1.9%	1.2%	1.5%
Ware	4.4%	7.7%	10.1%	5.0%	6.3%	7.3%	10.2%	3.6%	4.2%	5.4%
West Springfield	5.4%	6.7%	6.8%	5.5%	4.4%	6.3%	6.0%	5.4%	3.4%	5.1%
Westfield	3.7%	4.6%	4.7%	2.9%	4.6%	5.3%	3.2%	2.4%	3.3%	2.3%

Source: Massachusetts Department of Education, Statistical Reports, 2011

In 2011, 21 out of 31 districts had dropout rates that were either the same or lower than they were in 2002. Unfortunately, five districts had dropout rates above the 5% mark.

At no point during the last decade did rates in Holyoke and Springfield fall below even 7 percent, and in Chicopee the lowest rate, in 2002, was 4.9 percent. In Springfield the 2011 rate (11.7%) was lower than in 2005 (12.4%) but higher than it was in 2002 (7%). Similarly, the 2011 rate in Holyoke (9.8%) was down from a high of 11.7% in 2006, but up from the 2002 rate of 7.6 percent.

In 2011, 28.8 % of Pioneer Valley residents aged 25 and older had a bachelor's degree or higher (see Table 9). According to the 2006-2010 American Community Survey 5-year estimates, eleven of the Valley's 43 communities had a higher percentage of college graduates than the statewide average (38.3% of the population) (See Figure 12). In three communities (Amherst, Longmeadow, and Pelham) more than 60% of the residents had a bachelor's degree or higher. In contrast, there were twelve communities (including Ware, Chester, Chicopee, Holyoke, and Springfield) where the proportion was at or below 25 percent.

Given the region's rich endowment of higher education institutions, some of these rates are lower than expected. Other indicators, however, point towards the beginning of a positive trend. There has been a 21.9 percent increase in the population 25 and over who have attained a bachelor's degree or higher since 2000 (see Table 9). Additionally, the number of people 25 and over who are high school graduates increased by 10.6 percent.

Table 9: Educational Attainment in the Pioneer Valley Region - 2000 and 2011

	2000 Population	% of Population	2011 Population	% of Population	Eleven Year % Change
Population 25 Years and Over					
Hampden County	295,837	100.0%	304,575	100.0%	3.0%
Hampshire County	93,193	100.0%	101,722	100.0%	9.2%
Pioneer Valley Region	389,030	100.0%	406,297	100.0%	4.4%
Less Than 9th Grade					
Hampden County	22,138	7.5%	18,302	6.0%	-17.3%
Hampshire County	3,104	3.3%	2,476	2.4%	-20.2%
Pioneer Valley Region	25,242	6.5%	20,778	5.1%	-17.7%
9th to 12th Grade, No Diploma					
Hampden County	39,325	13.3%	28,994	9.5%	-26.3%
Hampshire County	6,815	7.3%	5,256	5.2%	-22.9%
Pioneer Valley Region	46,140	11.9%	34,250	8.4%	-25.8%
*High School Graduate					
Hampden County	96,474	32.6%	102,603	33.7%	6.4%
Hampshire County	24,029	25.8%	27,325	26.9%	13.7%
Pioneer Valley Region	120,503	31.0%	129,928	32.0%	7.8%
Some College, No Degree					
Hampden County	53,670	18.1%	53,565	17.6%	-0.2%
Hampshire County	16,336	17.5%	15,409	15.2%	-5.7%
Pioneer Valley Region	70,006	18.0%	68,974	17.0%	-1.5%
Associate's Degree					
Hampden County	23,676	8.0%	26,230	8.6%	10.8%
Hampshire County	7,544	8.1%	9,209	9.1%	22.1%
Pioneer Valley Region	31,220	8.0%	35,439	8.7%	13.5%
Bachelor's Degree					
Hampden County	37,752	12.8%	46,962	15.4%	24.4%
Hampshire County	17,995	19.3%	19,898	19.6%	10.6%
Pioneer Valley Region	55,747	14.3%	66,860	16.5%	19.9%
Graduate or Professional Degree					
Hampden County	22,802	7.7%	27,919	9.2%	22.4%
Hampshire County	17,370	18.6%	22,150	21.8%	27.5%
Pioneer Valley Region	40,172	10.3%	50,069	12.3%	24.6%
High School Graduate or Higher					
Hampden County	234,374	79.2%	257,279	84.5%	9.8%
Hampshire County	83,274	89.4%	93,991	92.4%	12.9%
Pioneer Valley Region	317,648	81.7%	351,270	86.5%	10.6%
Bachelor's Degree or Higher					
Hampden County	60,554	20.5%	74,881	24.6%	23.7%
Hampshire County	35,365	37.9%	42,048	41.3%	18.9%
Pioneer Valley Region	95,919	24.7%	116,929	28.8%	21.9%

Source: U.S. Bureau of the Census, 2000 and Alteryx/Applied Geographic Solutions, 2012
 Note: 2010 values are estimates
 *Includes Equivalency

Table 10: Number of College Graduates from the Pioneer Valley Region's Higher Education Institutions

College or University	Location	Graduates				
		2006	2007	2008	2009	2010
American International College	Springfield	390	453	479	794	946
Amherst College	Amherst	430	409	445	419	428
Bay Path College	Longmeadow	423	449	386	469	540
College of Our Lady of the Elms	Chicopee	270	243	289	239	346
Hampshire College	Amherst	261	314	289	300	304
Holyoke Community College	Holyoke	881	901	961	1022	1095
Mount Holyoke College	South Hadley	608	553	570	569	599
Smith College	Northampton	897	850	901	840	929
Springfield College	Springfield	1702	1610	1631	1577	1616
Springfield Technical Community College	Springfield	867	815	831	922	984
University of Massachusetts	Amherst	5550	5,797	6050	6220	6517
Western New England University	Springfield	1032	882	904	883	915
Westfield State University	Westfield	992	1,095	1082	1232	1279
Total Graduates		14,303	14,371	14,818	15,486	16,498

Source: Integrated Postsecondary Education Data System (IPEDS), 2011

Our region’s relatively low educational attainment rates, despite the existence of 13 area colleges and universities (see Table 9), demonstrates the Pioneer Valley’s continuing struggle to retain those locally college-educated persons who possess the skills and knowledge critical for the health of the region’s economy. The University of Massachusetts at Amherst, a leading national research university, anchors the Five College area of the Pioneer Valley. The other members of the Five College group are the prestigious Smith, Mount Holyoke, Amherst, and Hampshire colleges. Complementing the Five College consortium is a collaboration of eight area schools centered in the greater Springfield area. These include: American International College, Bay Path College, Elms College, Holyoke Community College, Springfield College, Springfield Technical Community College, Western New England University, and Westfield State University. Together, these 13 colleges and universities afford the residents and employers of the Pioneer Valley a multitude of opportunities and advantages that are unique to the region. These assets will undoubtedly continue to aid in the region’s economic development initiatives.

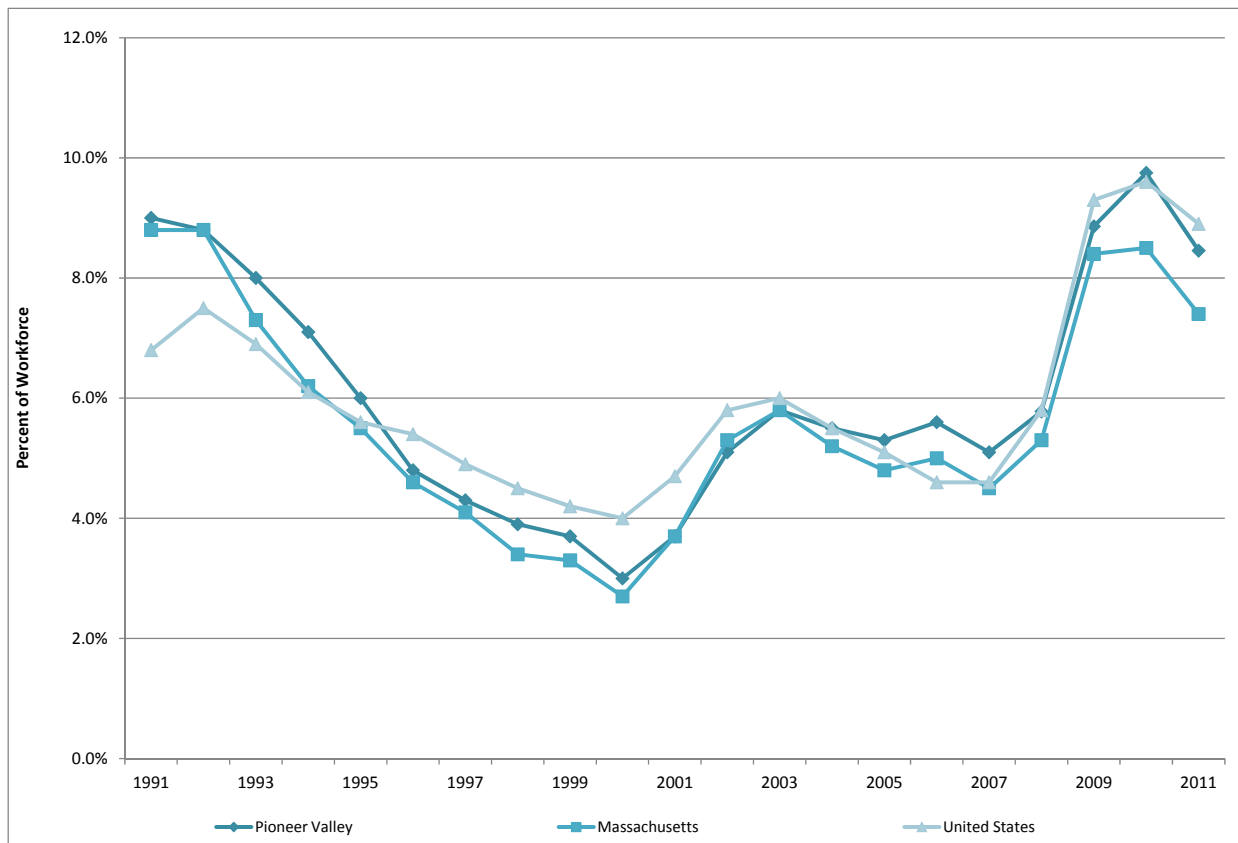
The Economy

The Workforce and Employment

After experiencing high unemployment in 2010, the Pioneer Valley’s economy improved slightly in 2011. Unemployment rates lowered from 9.7% in 2010 to 8.5% in 2011 and 7,018 more people were employed. While these numbers have shown improvements compared to 2010, they are by no means at the levels they were in 2007 before the economic downturn, when the unemployment rate was 5.1% and 294,724 people were employed—the second highest number of employed persons in the region in the past twenty years (Figure 13).

On the state and national level, unemployment rates also experienced a slight decrease. Nation-wide, unemployment lowered to 8.9% in 2011 from 9.6% in 2010, and the Massachusetts rate fell from 8.5% to 7.4%. Still, comparing these rates to 2007 figures shows an increase of 4.3% (nation-wide) and 2.9% (state-wide). While progress is beginning to be made, the national, state, and regional economies still face a long road to recovery.

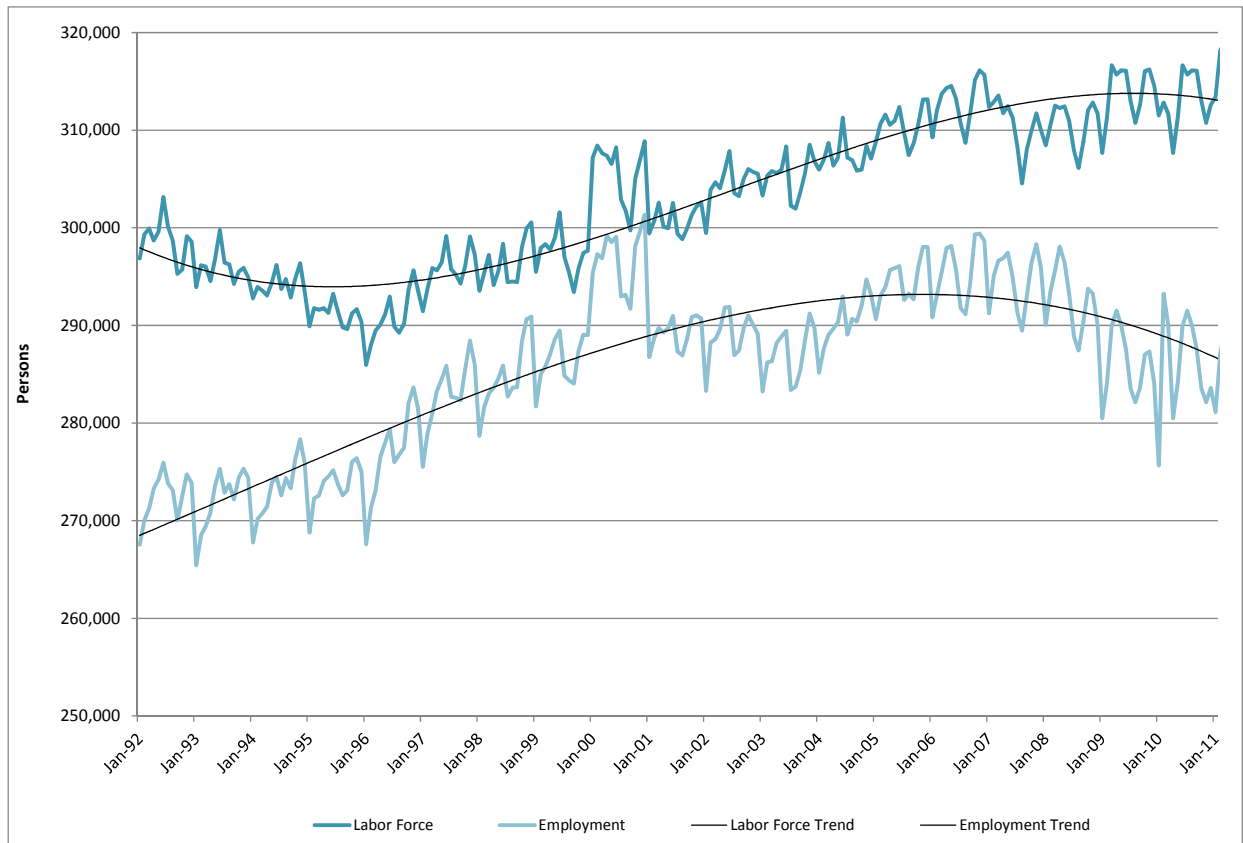
Figure 13: Unemployment Rates



Source: U.S. Bureau of Labor Statistics, MA Office of Labor and Workforce Development, 2011

While the labor force dropped by 3,510 in 2010, it regained strength in 2011 and rose to 314,556, almost back up to 2009 levels. . This continued an established pattern. A similar drop had occurred between 2004 and 2005, followed by an uptick in 2006, a slight fall-off in 2007, and then another increase in 2009. These sporadic expansions and contractions of the labor force take place within a general upward trend (see Figure 14). Between 1990 and 2000 the number of people who work in the Pioneer Valley rose from 284,115 to 296,605 (a gain of 12,490 jobs). But then between 2000 and 2010, the number of people employed fell from 296,605 to 280,942 (a loss of 15,663 jobs). While the labor force grew from 303,082 in 1990 to 311,288 in 2010 (an increase of 8,206) the number of people unemployed climbed from 18,968 to 30,346 (an increase of 11,378) (see Figure 13). In December of 2011, the labor force grew to 313,626, an increase of 2,338. As the labor force grew, the number of unemployed dropped from 28,999 in December 2010 to 23,206 in December 2011. This is approximately double the number of unemployed in 2001, but still lower than the amount of unemployed twenty years ago in 1991 when 27,818 people were without jobs.

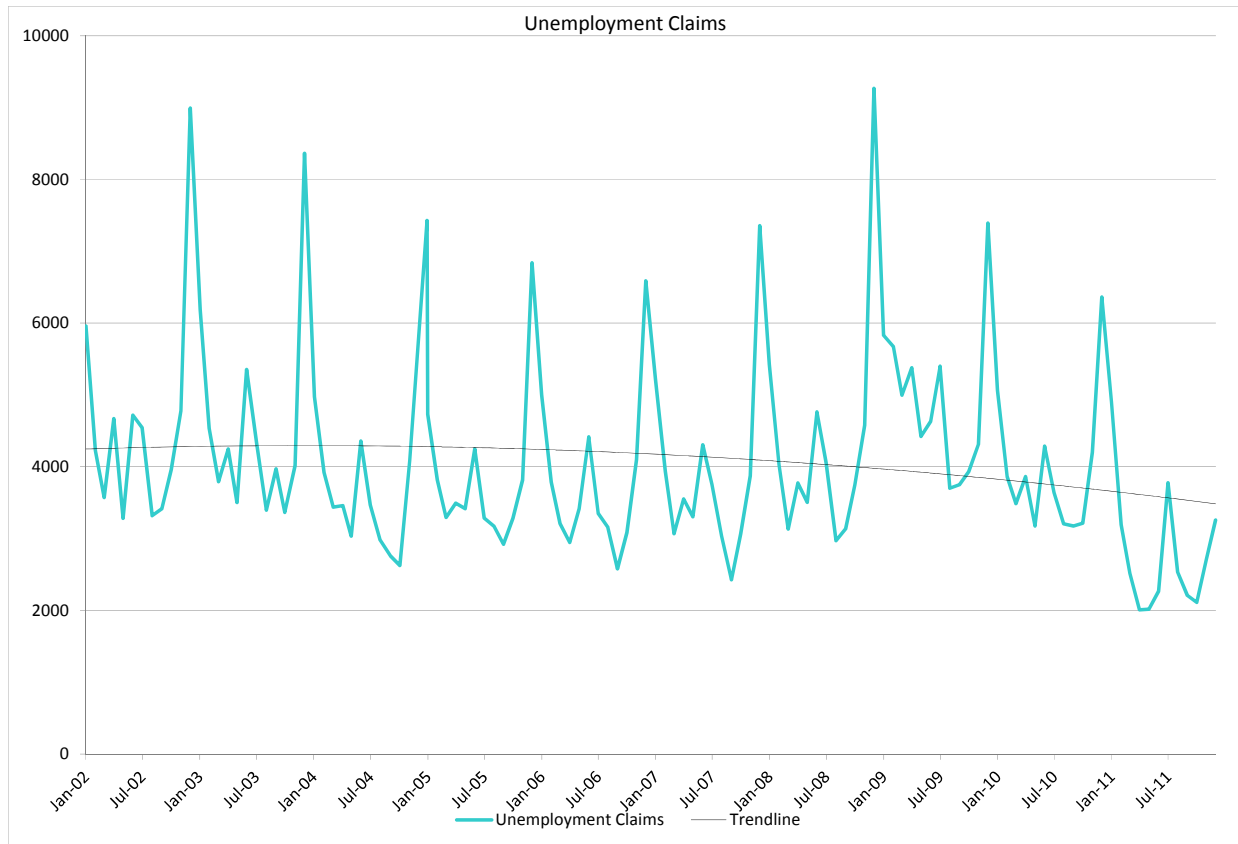
Figure 14: Pioneer Valley Region Labor Force and Employment with Trend Lines



Source: MA Office of Labor and Workforce Development, 1990-2011

Still, one encouraging sign in 2011 was the decline in the number of new unemployment claims. The number of individuals filing new claims for unemployment insurance tends to fluctuate markedly by month, but December traditionally sees the highest number of new claims as employers let go of workers they had hired for the holiday season. Therefore, comparing new claims from December to December provides a helpful measure of economic health. In December 2008 the number of new claims in Franklin, Hampshire, and Hampden Counties was 9,268, the highest since 2001. In 2009 the December new-claims figure dropped to 7,391 and in 2010 it was down to 6,361. In December of 2011, the number of claims dropped to 3,256 the lowest in the past decade (Figure 15).

Figure 15: New Unemployment Insurance Claims, 2002 to 2011



Source: MA Office of Labor and Workforce Development, *Unemployment Insurance Claims, 2002-2011*
Note: This data is only available by Workforce Investment Board, so it includes Franklin County

Employment Distribution

The region's economy is in transition. Manufacturing was once the mainstay of the region's economy, employing more than 29 percent of the workforce in 1980. Like most of the nation, the Pioneer Valley region is experiencing an increasing shift from manufacturing to service sector jobs. Examples of professions in the service sector include healthcare, education, and other industries that focus on customer-provider interactions: automotive/household goods repair, beauty salons and barber shops, funeral homes, political organizations, and pet care. From 1990 to 2000, the service sector's share of total private sector jobs grew from 36.0 to 40.9 percent. Manufacturing's share of jobs declined from 14.4 % in 2000 to 9.2 % in 2010. Just between 2005 and 2010 the number employed by the manufacturing industry fell by 19.2 percent.

Between 2005 and 2010, the fastest growing industries in the Pioneer Valley region were other services; healthcare and social assistance; public administration; and utilities. These industries make up a greater human, social, and health services component of the region's economy, which provided 23% of all employment in the Pioneer Valley (including Franklin County) in 2009. Both educational and food/accommodation services grew by 3.6%. In 2010, the four largest industries in the Pioneer Valley region, by total employment, were healthcare and social assistance; educational services; retail trade; and manufacturing. Indeed those four sectors alone account for 51.6 percent of all employment in the region.

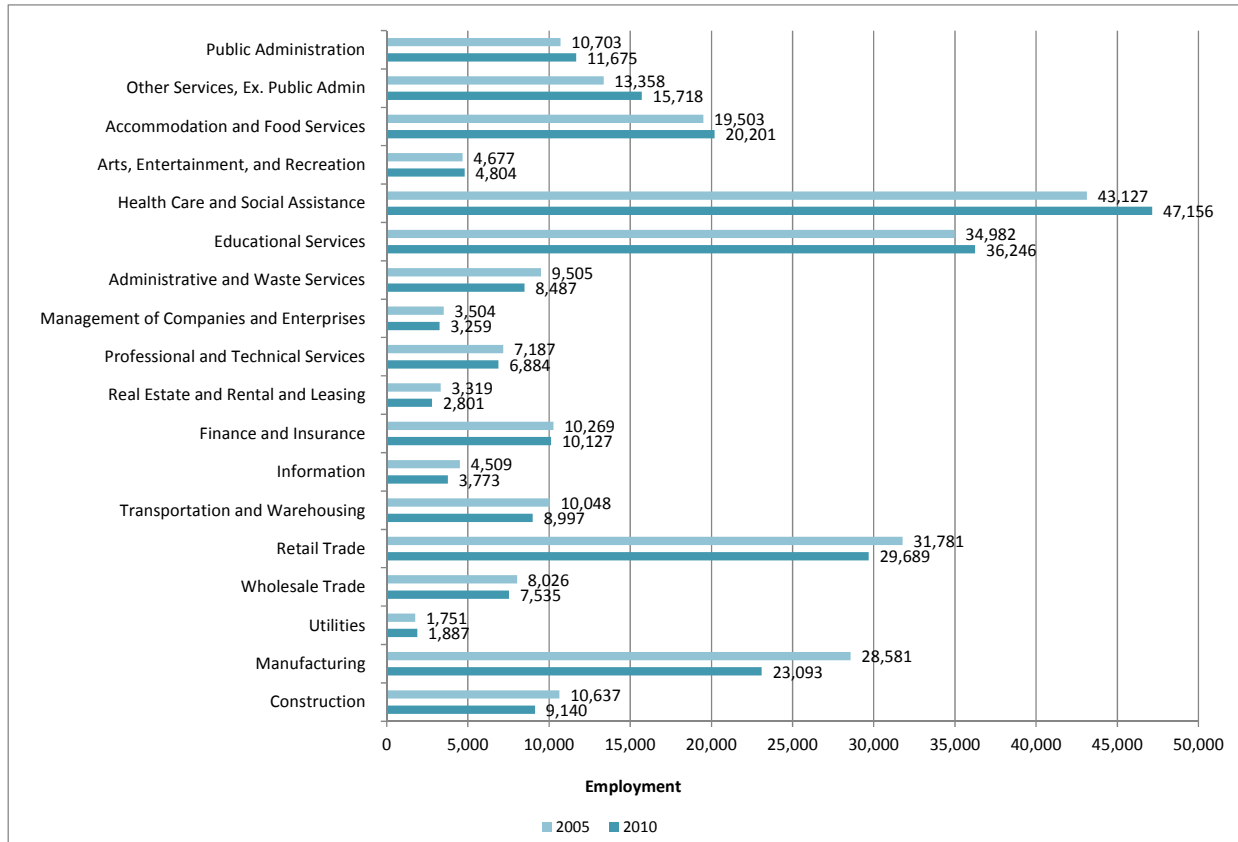
Despite the large number of people employed in manufacturing, the industry fell by 19.2% between 2005 and 2010. This further represents the ongoing transition from a manufacturing based economy to a service and knowledge based economy. Other industries that experienced significant decreases were: information, real estate and rental and leasing, construction, administrative and waste services, and professional and technical services.

It is somewhat worrisome that two of the eleven Pioneer Valley region industries with employment losses between 2005 and 2010 were the information sector and management of companies and enterprises (see Figure 17). Both are "new economy" industries that pay good wages and employ sought-after knowledge workers. Further research should be conducted to understand the employment losses in these industries.

Work in utilities, finance and insurance, and management of companies and enterprises offer the highest weekly wages. Each industry offers a weekly wage equal to or greater than \$1,300 (see Figure 18).

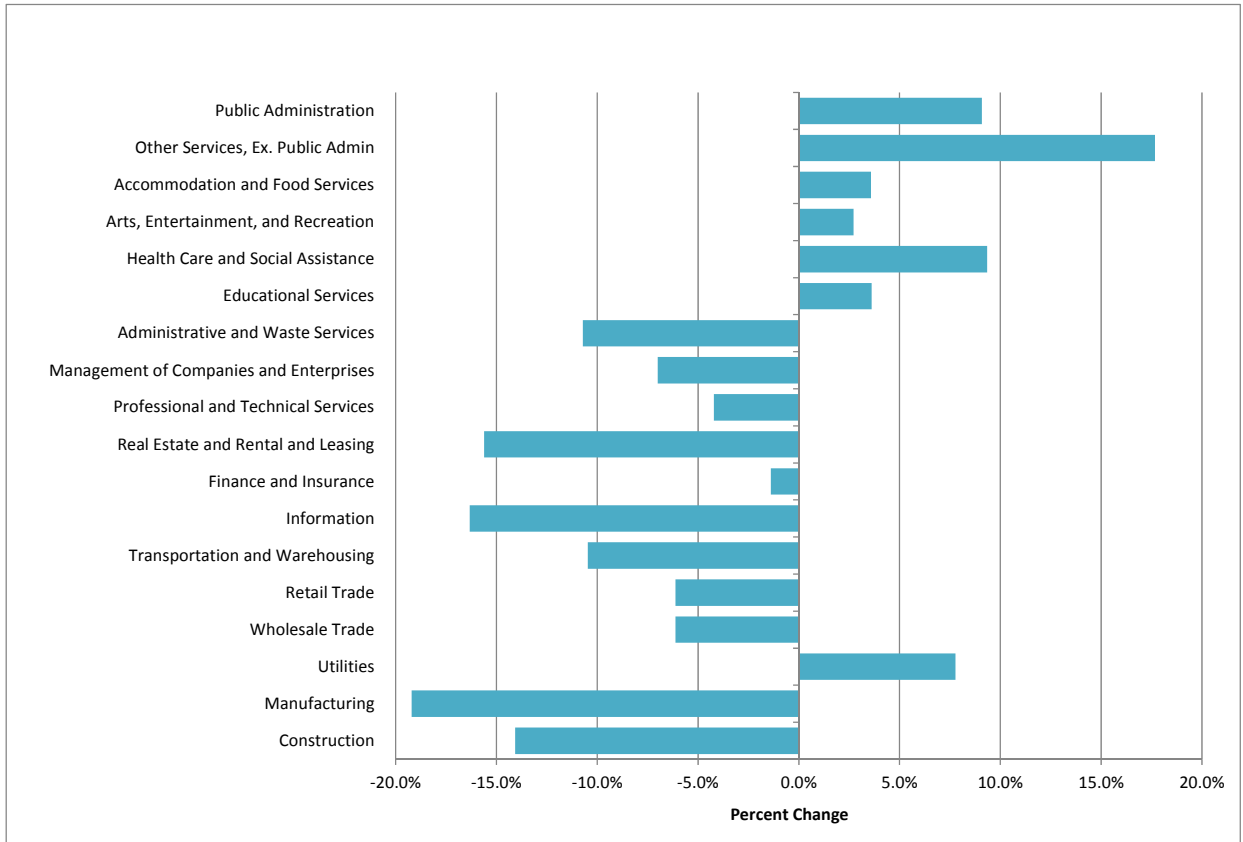
Manufacturing, educational services, and healthcare, three of the region's largest industries by employment, have average weekly wages between \$879 and \$1,025. Unfortunately, several of the region's fastest growing industries – arts and entertainment as well as other services – are among the lowest paying with average weekly wages of \$331 and \$387 respectively. The average weekly salary is lowest for employment in accommodation and food services at \$277 per week, but this may be affected by a high rate of part-time work in this industry.

Figure 16: Employment in the Pioneer Valley Region by Major Industry, 2005 and 2010



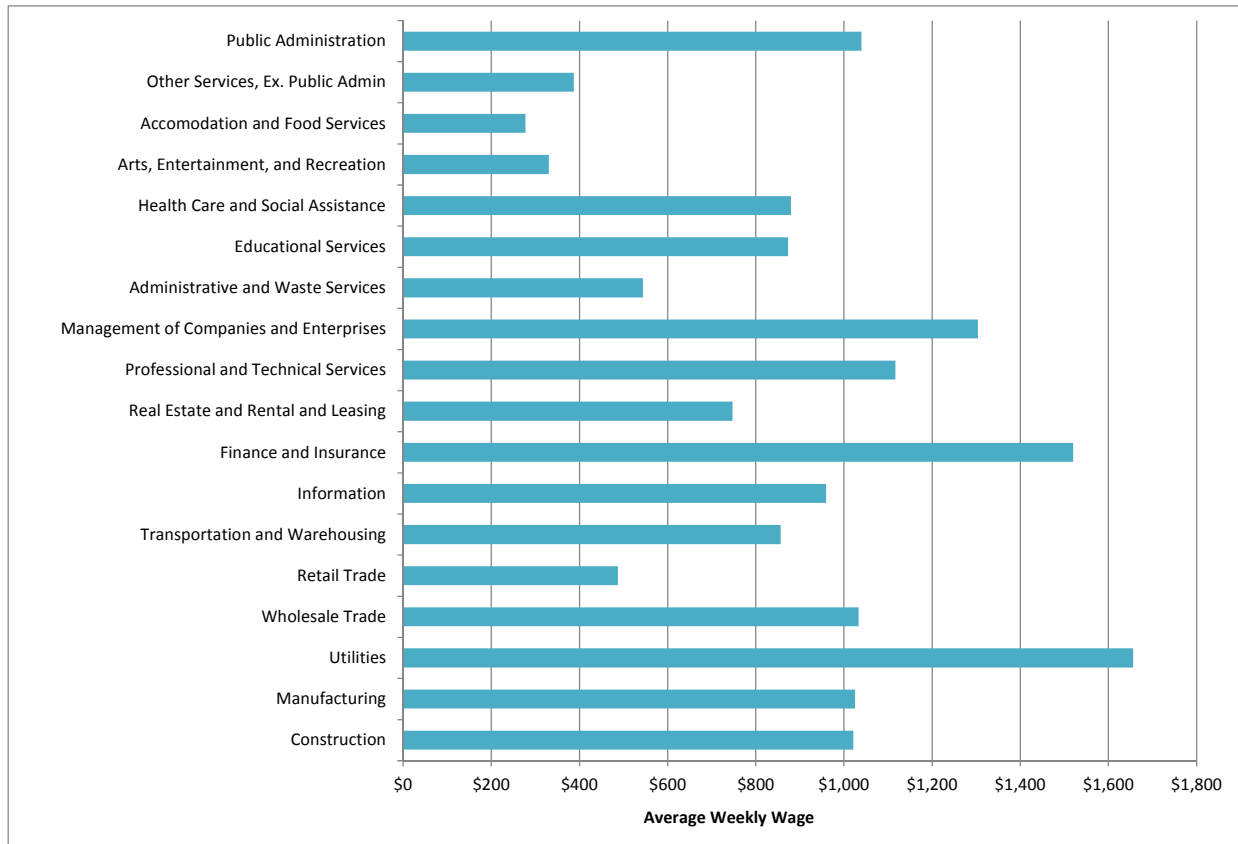
Source: Massachusetts Department of Workforce Development, ES-202 Program, 2010

Figure 17: Change in Pioneer Valley Region Employment by Major Industry, 2005 to 2010



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2010

Figure 18: Average Weekly Wages by Industry in the Pioneer Valley Region, 2010



Source: Massachusetts Department of Workforce Development, ES-202 Program, 2010

Regional Employment

Within the Pioneer Valley region, nearly half of all employment is located in the urbanized communities of Springfield, Holyoke, and Chicopee, reaching a combined total employment of nearly 115,000. The northern urban areas, Northampton and Amherst, employ more than 32,800 people combined. Other communities with high employment totals include the suburbs directly around the region’s urban core, such as Agawam, East Longmeadow, Ludlow, Westfield, and West Springfield. The city of Springfield alone is home to 29.5 percent of the region’s jobs.

A comparison of average weekly wages and total wages for the region’s employment centers reveals some discrepancies. The total employment in Springfield in 2010 was slightly more than 3.4 times the total employment of Holyoke, but the total wages paid was more than 4.3 times the amount paid in Holyoke, indicative of the much higher average wages in Springfield. This is also shown in the \$130 difference in the average weekly wages between Springfield (\$928) and Holyoke (\$730). Although workers in Chicopee were paid a higher average weekly wage than those in Holyoke, the total employment was lower resulting in lower total wages. There is a significant gap in total employment and average wages between the northern cities of Northampton and Amherst. Although the total employment in Amherst was only 14,820, the average weekly wage was \$843; in contrast, total employment in Northampton was 18,040 but the average weekly wage was \$772, a difference of \$71 per week. These differences also appear in a comparison of suburban towns located near the urban core cities, like Agawam, East Longmeadow, and Ludlow. Total employment was higher in Agawam (11,637) than in East Longmeadow (7,949) or Ludlow (6,412). However, the average wage in Agawam was lower at \$744 whereas the average wage in East Longmeadow was \$794 and \$774 in Ludlow.

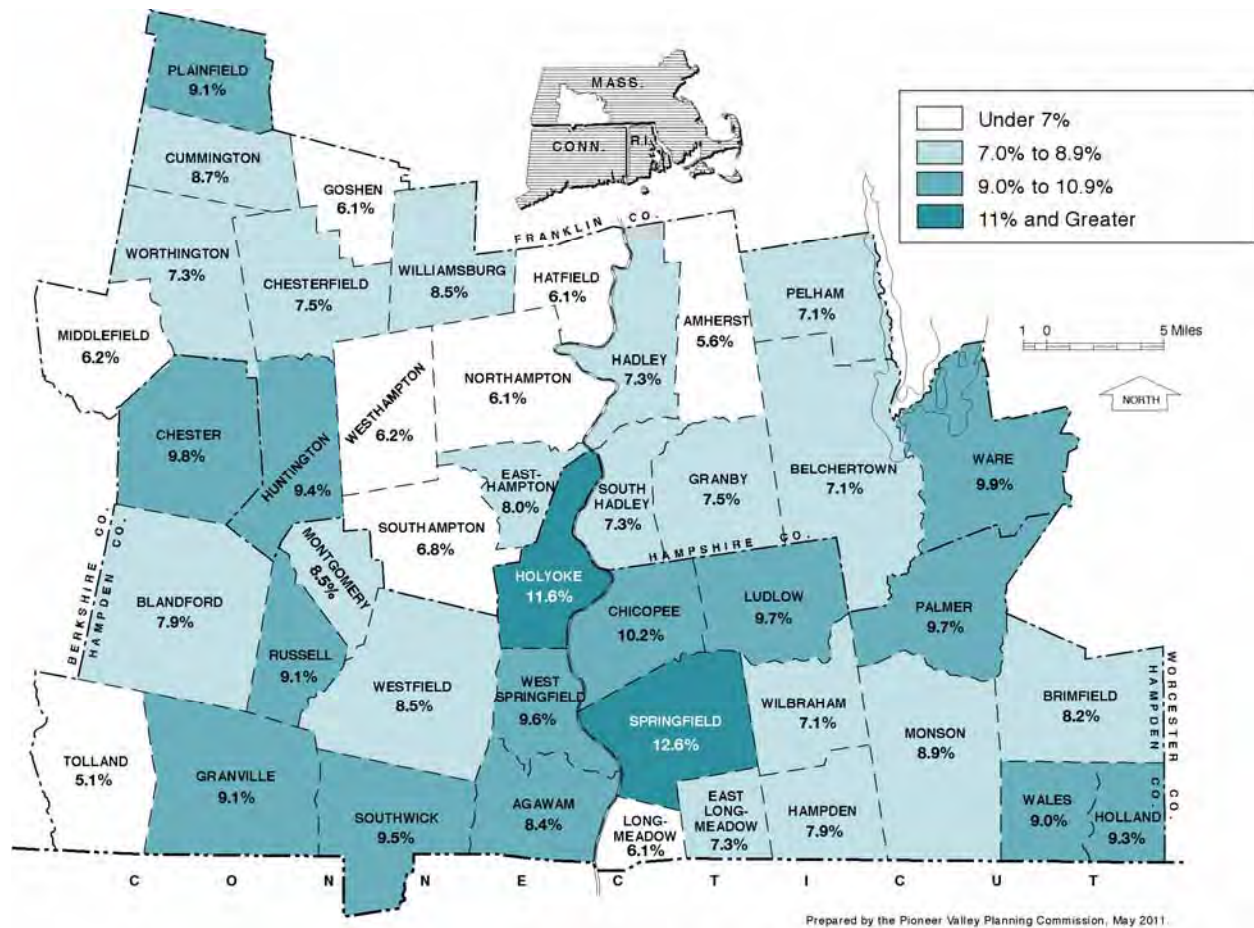
Table 11: Pioneer Valley Region's Top 10 Employment Centers for 2010

Community	Total Employment	Percent of Region's Employment	Average Weekly Wage	Total Wages
Springfield	74,409	29.5%	\$928	\$3,590,246,099
Holyoke	21,716	8.6%	\$730	\$824,632,687
Chicopee	18,779	7.4%	\$772	\$753,813,674
Northampton	18,040	7.2%	\$808	\$758,141,376
West Springfield	16,764	6.6%	\$727	\$633,630,026
Westfield	16,624	6.6%	\$797	\$689,266,322
Amherst	14,820	5.9%	\$843	\$649,951,571
Agawam	11,637	4.6%	\$744	\$450,296,454
East Longmeadow	7,949	3.2%	\$794	\$328,194,210
Ludlow	6,412	2.5%	\$774	\$258,179,693

Source: Massachusetts Department of Workforce Development, 2012

The regional map showing unemployment rates by workers' place of residence in 2011 (Figure 19) indicates that some of the region's largest employment centers also have high unemployment rates among their residents, suggesting that residents of some urban communities are not benefiting from their proximity to the region's leading employers. Springfield, which had the highest total employment in the region (as seen in Table 11), also had the highest unemployment rate among residents at 11.8%. Holyoke ranked second for total employment and for the unemployment rate (10.6%) of residents in 2011. Chicopee was the third largest employer, but had an 8.9% unemployment rate. Ludlow, with the tenth largest total employment, had the third highest unemployment rate in 2010 at 9.6 percent.

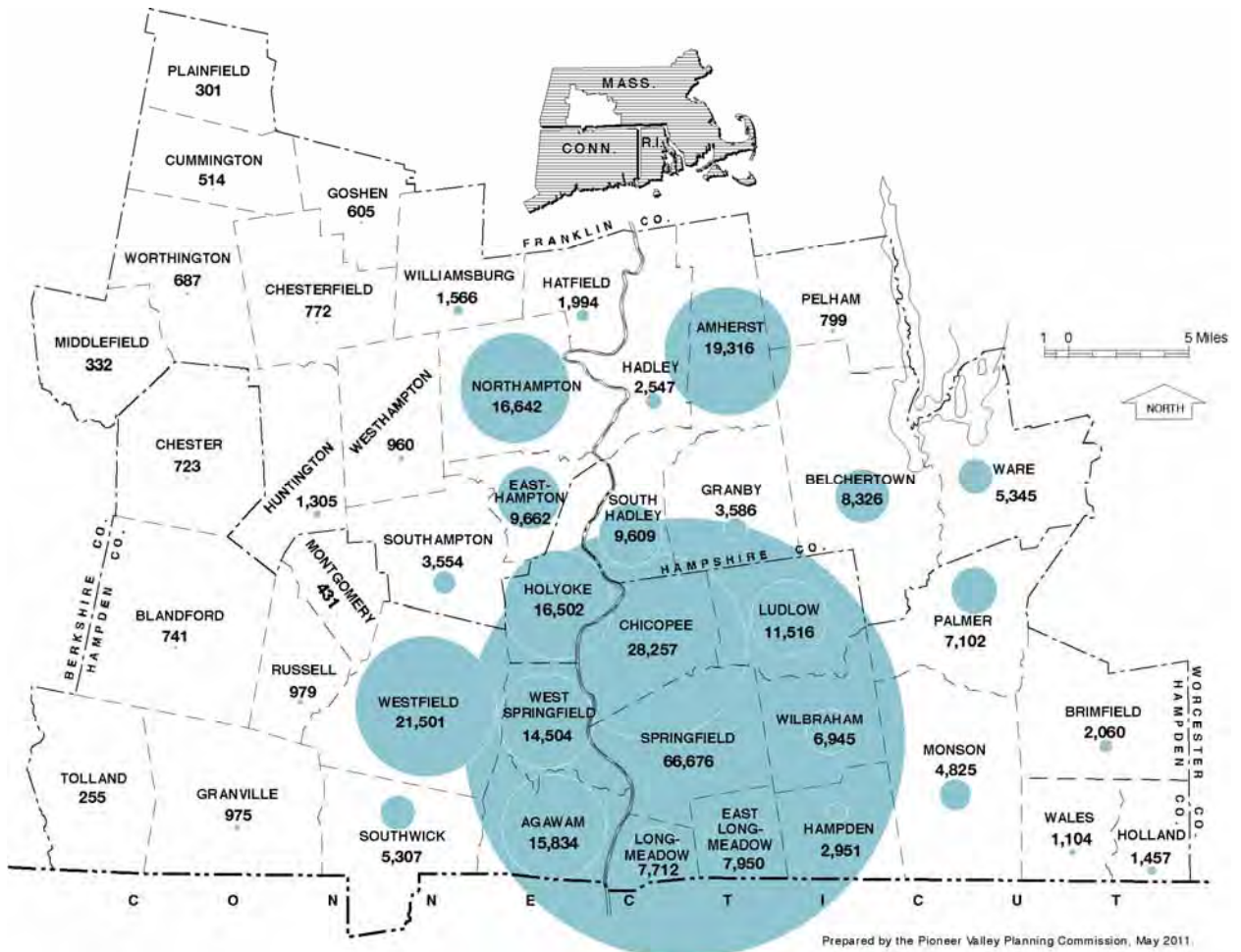
Figure 19: Unemployment Rates by Worker's Place of Residence, 2011



Source: MA Office of Labor and Workforce Development, 2011

A comparison of the total employment in the top employment centers in 2010 (Table 11) and the labor force (Figure 20) indicates that not all of the region’s employment centers are importing workers from other communities. The total employment in Springfield, Holyoke, Chicopee and West Springfield in 2010 exceeded the number of workers living in those cities in the same year; therefore, those regional employment centers are attracting workers from other cities and towns in the region. However, in communities such as Agawam, Amherst, Ludlow, and Westfield, the number of workers living there were larger than the number of jobs – indicating that these communities must export workers to other communities.

Figure 20: Labor Force by Place of Residence, 2010

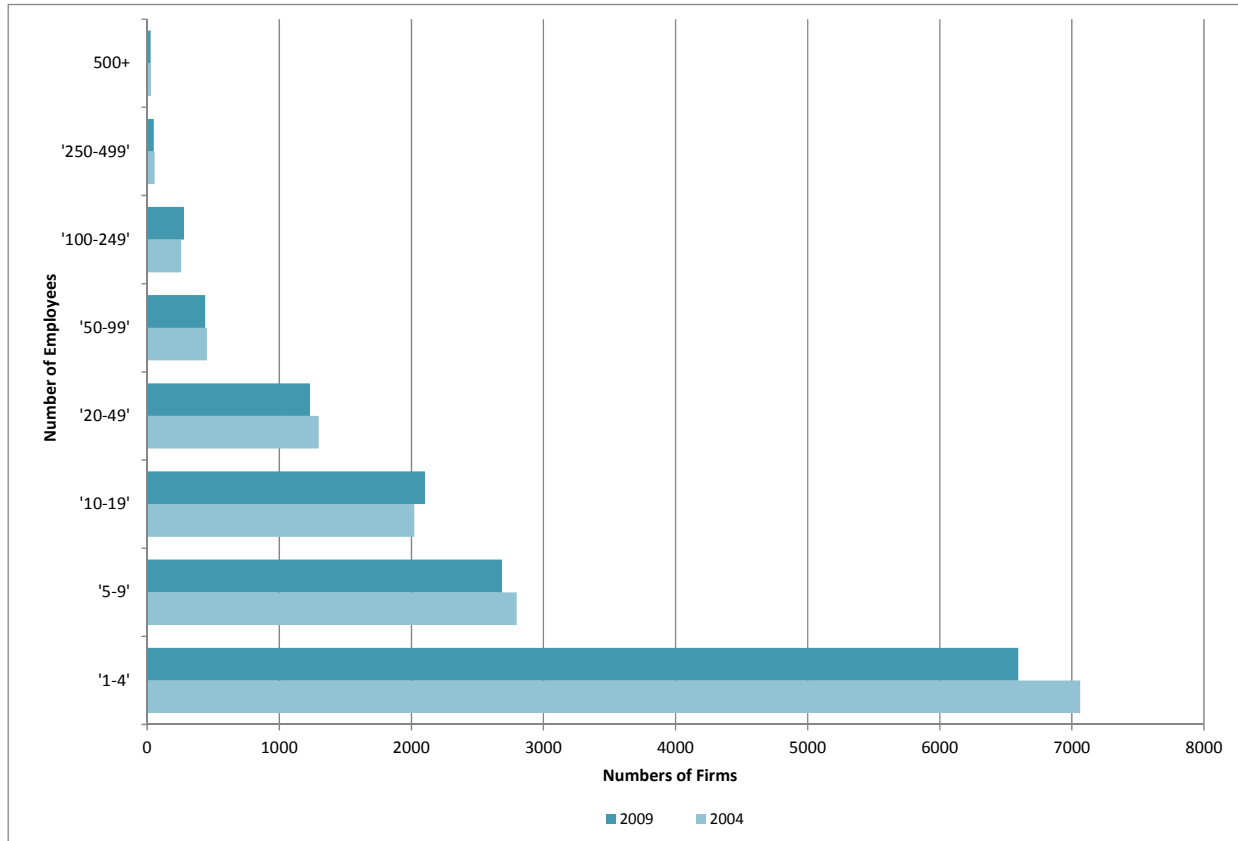


Source: U.S. Bureau of Labor Statistics Local Area Unemployment Statistics, 2010

Regional Employers

The Pioneer Valley region’s economy is rooted in small businesses. About 94% of businesses in 2004 and 2009 were firms of fewer than fifty people (Figure 21), and more than 69% were firms with fewer than 10 employees.

Figure 21: Numbers of Employers by Size in the Pioneer Valley Region, 2003 and 2008



Source Source: U.S. Census Bureau, County Business Patterns, 2004 and 2009

The number of firms employing between 100 and 499 people was 718 in 2009; 26 firms had more than 500 employees in 2009 (Table 12). Among the region’s largest employers are Baystate Health, Sisters of Providence Health System, and Cooley Dickinson Hospital. These large health service sector employers are located in three of the region’s top employment centers (Table 11), Springfield, Holyoke, and Northampton. In addition, six of the region’s colleges and universities are also major employers, and some of the largest employers in the region are firms with national name recognition, such as Massachusetts Mutual Life Insurance Co., Hasbro Games, and Solutia, Inc.

For more detailed information and analysis of employment and major employers in the region, please see the [2008 Major Employers for the Pioneer Valley Region](#) report, available on the [PVPC website](#).

Table 12: Major Employers in the Pioneer Valley Region in 2012 (Ranked According to Full-Time Employees in a Single Location)

Company	Location	Primary Industry Code
5,000 to 10,000 Local Employees		
Baystate Health	Springfield	General Medical and Surgical Hospitals
University Of Massachusetts	Amherst	Educational Services
1,000 to 4,999 Local Employees		
C & S Wholesale Grocers Inc	Hatfield	General Line Grocery Merchant Wholesalers
Cooley Dickinson Hospital	Northampton	General Medical and Surgical Hospitals
Hampden Cnty House-Correction	Ludlow	Executive Offices
Holyoke Senior High School	Holyoke	Elementary and Secondary Schools
Massachusetts Mutual Life Ins	Springfield	Agencies, Brokerages, and Other Insurance Related Activities
Mercy Medical Ctr	Springfield	General Medical and Surgical Hospitals
Monson Developmental Ctr	Palmer	Psychiatric and Substance Abuse Hospitals
OMG Inc	Agawam	Management, Scientific, and Technical Consulting Services
Sisters of Providence Health	Holyoke	General Medical and Surgical Hospitals
Smith College	Northampton	Elementary and Secondary Schools
US Post Office Bulk Mail Ctr	Springfield	Postal Service
Weldon Rehabilitation Hospital	Springfield	Vocational Rehabilitation Services
500 to 999 Local Employees		
Amherst College	Amherst	Educational Services
Baystate Pathology	Springfield	Offices of Physicians
Berry Plastics	Easthampton	Converted Paper Product Manufacturing
Big Y Foods Inc	Springfield	Grocery Stores
Chicopee City Hall	Chicopee	Executive, Legislative, and Other General Government Support
Commonwealth of MA Trial Courts	Springfield	Management, Scientific, and Technical Consulting Services
Hasbro Games	East Longmeadow	Other Miscellaneous Manufacturing
Holyoke Community College	Holyoke	Junior Colleges
J Polep Distribution	Chicopee	Miscellaneous Nondurable Goods Merchant Wholesalers
Mt Holyoke College	South Hadley	Elementary and Secondary Schools
Noble Hospital	Westfield	General Medical and Surgical Hospitals
Northeast Utilities	West Springfield	Electric Power Generation, Transmission and Distribution
Peter Pan Bus Lines	Springfield	Transit & Ground Passenger Transportation
Republican	Springfield	Newspaper, Periodical, Book, and Directory Publishers
Solutia Inc	Indian Orchard	Chemical and Allied Products Merchant Wholesalers
Springfield College	Springfield	Educational Services
Springfield Police Dept	Springfield	Justice, Public Order, and Safety Activities
Turbo Care Inc	Chicopee	Miscellaneous Durable Goods Merchant Wholesalers
US Post Office	Springfield	Postal Service
US Veterans Medical Center	Northampton	Hospitals
Western New England University	Springfield	Colleges, Universities, and Professional Schools
Westfield State University	Westfield	Colleges, Universities, and Professional Schools
Wing Memorial Hospital	Palmer	General Medical and Surgical Hospitals

Source: MA Department of Labor & Workforce Development

The Infrastructure

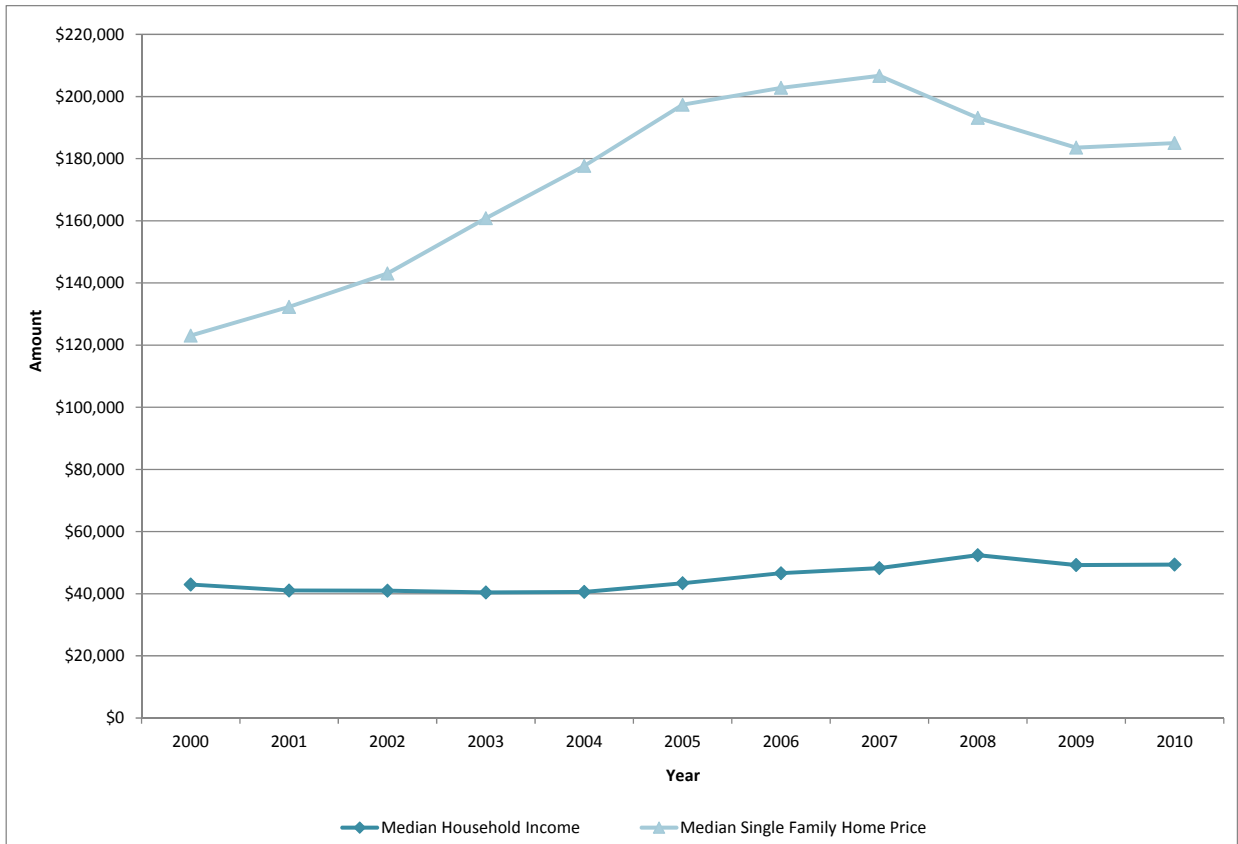
Real Estate

Housing

Housing is a basic human need and one of the most significant expenditures individuals and families face, therefore, the affordability of housing within a community and region can be a significant factor in determining the area's vitality. Studies have shown that people who purchase homes are more financially and emotionally committed to their communities. As Figure 22 indicates after 2000 and particularly between 2003 and 2007, prices soared in the region as well as nationwide. Data through 2010 shows how the effects of the recent national economic downturn and housing market crash are impacting the region, with a decrease in median single-family home prices of 10.4% between 2007 and 2010.

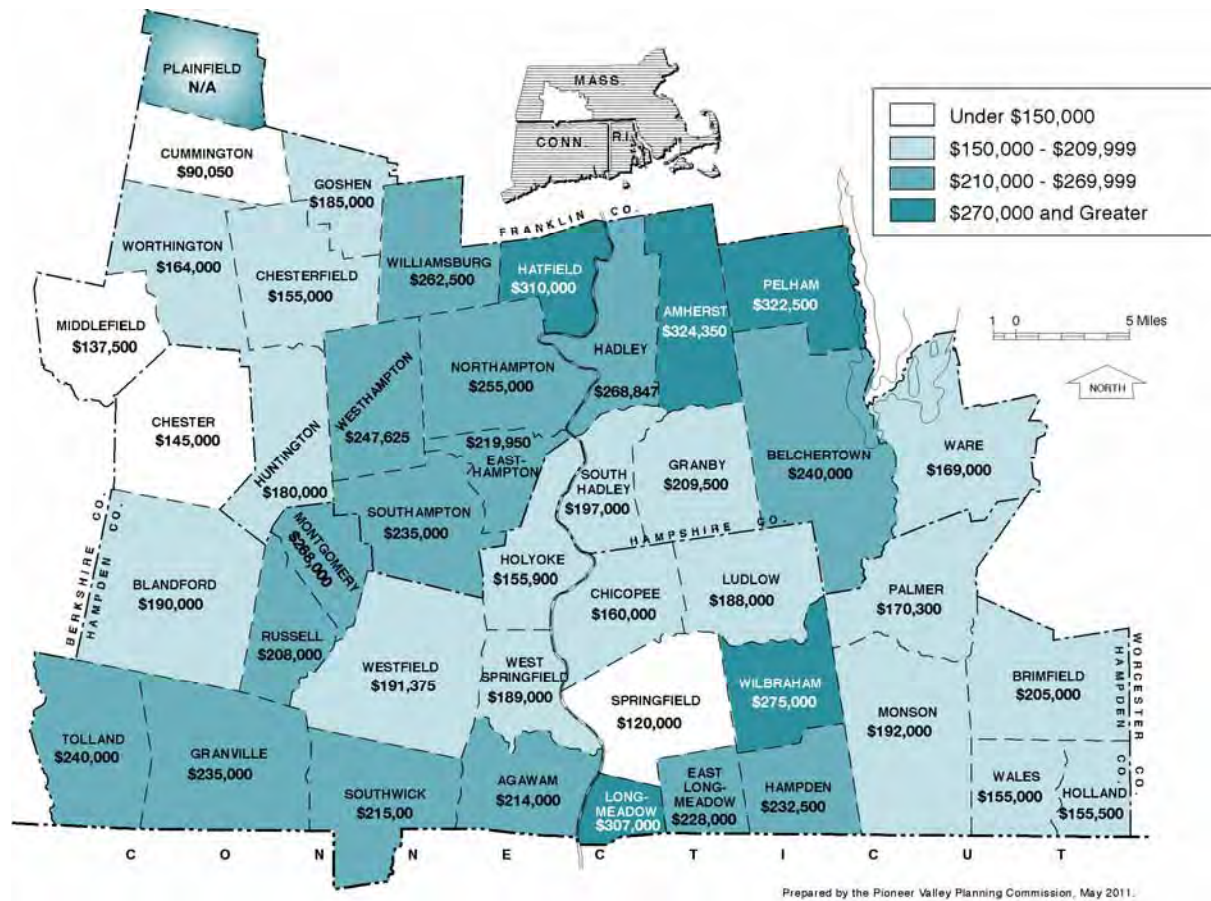
Figure 23 demonstrates the significant variation of single-family home prices in the Pioneer Valley. While a few communities had sale median sale prices over \$300,000, including Longmeadow, Amherst, and Hadley, nearly half of the communities in the region had prices under \$200,000. As of 2011, the highest median sale price in the region belongs to Westhampton at \$380,000 (Figure 23). This remains a mark of the housing crises in 2007; before the downturn Hampden and Hampshire counties contained 5 municipalities with median single family home prices greater than three-hundred thousand, compared to the current four.. Perhaps another sign of aftershock can be seen in the increase of median single-family home prices under \$150,000. Springfield, and Chester both retained median prices below \$150,000; the two cities have the lowest home prices in the region with Springfield at \$108,000 and Chester at \$97,000. Wales, Holyoke, Chicopee, Holland and Huntington all dropped to below \$150,000 levels in 2011 (Figure 23).

Figure 22: Median Household Income and Single-Family Home Prices in the Pioneer Valley Region, 2000 – 2010



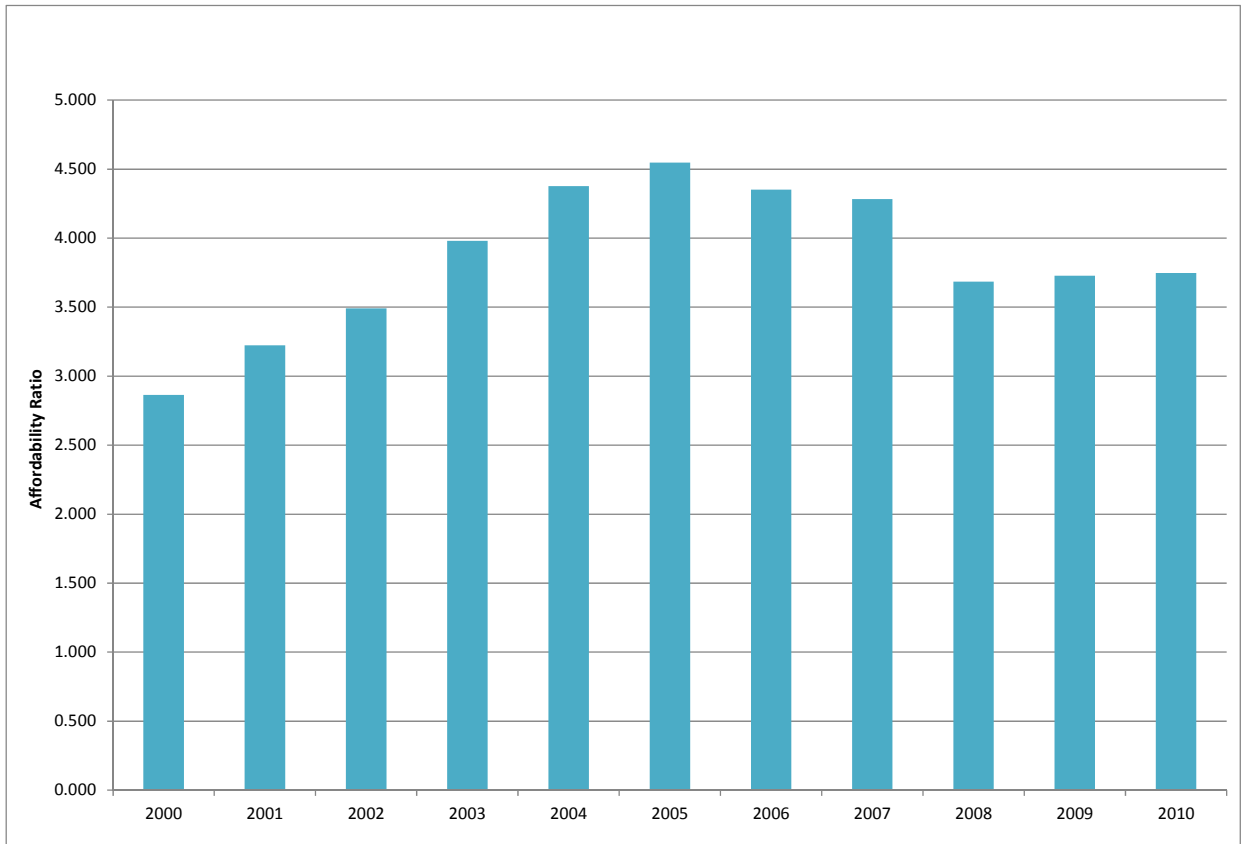
Source: The Warren Group; American Community Survey 2010 1-Year Estimate

Figure 23: Median Sale Price of Single-Family Homes in the Pioneer Valley Region (2011)



Source: The Warren Group 2011

Figure 24: Pioneer Valley Region Housing Affordability Ratio (Median Price/Median Income), 2000 – 2010



Source: U.S. Census Bureau; Small Area Income and Poverty Estimates (SAIPE); The Warren Group, 1999-2010

The drop in housing prices has not solved the issue of housing affordability, as incomes have decreased when inflation is factored in. It is generally accepted that a household can afford a home up to a price that is equal to three times the household yearly income. With median incomes of \$49,397 in 2010 that translates into \$148,191. Only six out of forty-three communities in the region had median housing prices equal to or less than that amount in 2010. This is an increase from the four communities with affordable housing in 2009, which may suggest the beginnings of favorable housing prices in the area.

Another way to examine the problem is through the use of a housing affordability ratio (See Figure 24). The Pioneer Valley's housing affordability ratio can be calculated by dividing the median price of a single family home by the median household income. Therefore an affordability ratio above 3.0 is of concern because it means that, statistically, a household with the median income in the region cannot afford a single family home at the median price. The affordability ratio steadily climbed starting in 1997, and passed the 3.0 threshold in 2001. However, the most recent data shows a decrease in the affordability ratio (from 4.3 in 2007 to 3.7 in 2010). This is an indication that the drop in housing prices has been significant enough to compensate for some of the concurrent decrease in incomes. Despite the steady decrease in the affordability ratio since 2007, a ratio of 3.7 is still of great concern. In the long term the issue of housing affordability will continue to be very important, especially if incomes continue to decrease or if housing prices return to higher levels once the economy recovers.

Transportation

Vehicle Roadways

The Pioneer Valley area is considered the crossroads of transportation in western Massachusetts. Situated at the intersection of the area’s major highways, Interstate 90 (Massachusetts Turnpike) traveling east-west and Interstate 91 traveling north-south, the region offers easy access to all markets in the eastern United States and Canada. Major southern New England population centers are accessible within hours.

The interstate expressways (I-90 and I-91) link most of the major urban centers in the region. The basic highway network, including interstate highways, U.S. numbered routes, state routes, and other traffic arteries, provides access to all municipalities in the region, both urban and rural. The pattern of principal arterial highways in the region is radial, extending outwards from each of the region’s major centers, a consequence of development and topographic influences.

Of the existing transportation facilities in the Pioneer Valley region, major bridge crossings remain a focal point of regional transportation concerns, as many streets and highways converge into a limited number of crossings over the Connecticut, Westfield, and Chicopee rivers.

Table 13: Driving Distances and Times from Springfield to Select Urban Centers

Destination	Distance in Miles	Estimated Driving Time
Albany	85	1.5 hours
Boston	91	1.5 hours
Montreal	301	5.5 hours
New York City	140	3.0 hours
Philadelphia	260	5.0 hours
Washington, DC	400	8.0 hours

Source: PVPC, Regional Transportation Plan for the Pioneer Valley – 2007 Update

Table 14: Major Interstate Highways Serving the Pioneer Valley Region

Interstate Highway	Principle Orientation	Number of Interchanges in the Region	Road Mileage in the Region	Toll Road?
I-90	East/West	6	46.08	Yes
I-91	North/South	22	31.17	No
I-291	Connector (Springfield to I-90)	6	5.44	No
I-391	Connector (I-91 to Chicopee/Holyoke)	6	3.82	No

Source: PVPC, Regional Transportation Plan for the Pioneer Valley – 2000 Update

In general, traffic on the region's roadways has been increasing. Between 1993 and 2007 the estimated number of daily vehicle miles traveled (DVMT) in the Pioneer Valley region rose about two million miles per day, from about 13.06 million to about 15.05 million. The magnitude of increase is shared in the region's rural areas. Table 15 presents the commute times for each of the Pioneer Valley communities in 2000 and 2010. The 2.4% increase in commuter times can be attributed to several major trends including a rise in vehicle ownership and the onset of several major roadway improvement projects, such as the Great River Bridge in Westfield.

Table 15: Pioneer Valley Region Average Commute Times to Work

	Mean Driving Time to Work (minutes)		
	2000	2006-2010	% Change
Massachusetts	27	27.3	1.1
Pioneer Valley Region	21.8	22.5	3.2
Hampden County	21.8	22.2	1.8
Hampshire County	21.9	22.8	4.1
Agawam	20.5	20.6	0.5
Amherst	18	17.8	-1.1
Belchertown	28.1	27.6	-1.8
Blandford	37.5	34	-9.3
Brimfield	30.1	33.7	12.0
Chester	38.9	39.3	1.0
Chesterfield	29.4	31.5	7.1
Chicopee	19.3	19.9	3.1
Cummington	38.3	35.5	-7.3
East Longmeadow	21.9	22.6	3.2
Easthampton	21.1	22.5	6.6
Goshen	31	30.6	-1.3
Granby	20.6	23.5	14.1
Granville	29.5	32.5	10.2
Hadley	21.9	18.3	-16.4
Hampden	26.4	24.2	-8.3
Hatfield	20.9	22.2	6.2
Holland	34.2	33.8	-1.2
Holyoke	18.6	18.9	1.6
Huntington	34.4	33	-4.1
Longmeadow	20.3	22.3	9.9
Ludlow	21.3	21.9	2.8
Middlefield	41.6	35.5	-14.7
Monson	29.5	29.5	0.0
Montgomery	29.7	33.5	12.8
Northampton	20	20.6	3.0
Palmer	22.9	24.5	7.0
Pelham	22.3	23.7	6.3
Plainfield	33.5	33.8	0.9
Russell	28.1	31.7	12.8
South Hadley	19.4	21.2	9.3
Southampton	24.8	24.8	0.0
Southwick	26.4	27.8	5.3
Springfield	21.5	20.7	-3.7
Tolland	39.4	32.5	-17.5
Wales	36.7	35.2	-4.1
Ware	25.8	30.2	17.1
West Springfield	20.9	19.5	-6.7
Westfield	22.6	23.8	5.3
Westhampton	25.2	29.3	16.3
Wilbraham	24.3	24.4	0.4
Williamsburg	23.3	27.1	16.3
Worthington	40.5	37.9	-6.4

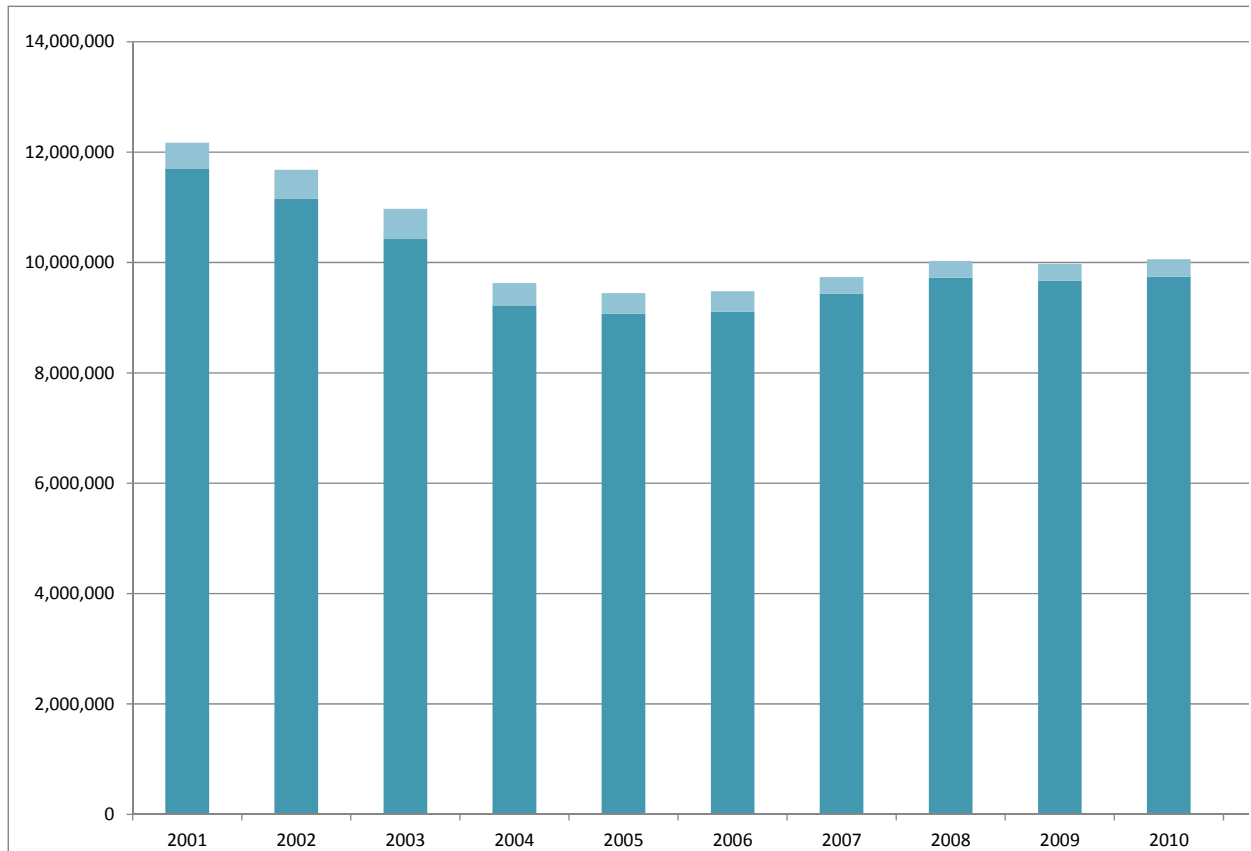
Source: U.S. Census Bureau, 2000 Decennial Census and 2006-10 American Community Survey 5-Year Estimates

Transit Routes

The Pioneer Valley has a well-developed public transit system that includes local bus service, ADA and senior paratransit van service, intercity bus service, and passenger rail. In addition, there are formal and informal park-and-ride lots, as well as ridesharing and car rental services that offer more options for accessing and leveraging transit services. New passenger rail services and facilities are now in the planning and construction processes, which will greatly enhance transit capacity in the region. All of these elements are vital contributors to mobility options for the region’s residents.

The Pioneer Valley Transit Authority (PVTA), established in 1974 is the largest of the Commonwealth’s 14 regional transit authorities. A total of 24 municipalities are members of the PVTA service area. PVTA oversees the operation of 170 buses and 135 vans throughout Hampden and Hampshire Counties, as well as two municipalities in Franklin County. The PVTA system has 43 scheduled bus routes that provide service in urban centers, as well as outlying suburban and rural areas.

Figure 25: Pioneer Valley Transit Authority Ridership 2001-2012



Source: PVTA Annual Reports

Fourteen towns in the PVPC region (which are not members of PVTA) contract with the Franklin Regional Transit Authority (FRTA) based in Greenfield, for senior paratransit service. These towns are: Blandford, Chester, Chesterfield, Cummington, Goshen, Huntington, Middlefield, Montgomery, Plainfield, Russell, Southampton, Southwick, Westhampton, and Worthington.

Intercity bus service in the region is provided by Peter Pan Bus Lines, Greyhound Lines and Megabus. These companies operate a mix of routes to destinations within the region, as well as connections throughout New England and the country. Other private bus carriers provide charters and package tours.

The regional transit system includes the following bus terminals and hubs:

- Springfield Bus Terminal is the major bus station in western Massachusetts, serving as the hub for 22 PVTA Springfield-area routes, Peter Pan regional service, and Greyhound regional routes.
- Holyoke Transportation Center is the hub for 12 PVTA routes, as well as limited service by Peter Pan and Megabus.
- Northampton Bus Terminal is served by Peter Pan and Greyhound, with connections to 8 PVTA and FRTA routes at the nearby Academy of Music stop.
- Amherst, PVTA and Peter Pan service is available at the UMass Haigis Mall and Amherst Town Common. Megabus "Amherst" service stops only at the Hampshire Mall in Hadley.

Passenger rail stations for Amtrak service at the Springfield Depot (Lyman Street) and the Amherst Depot (Railroad Street). Amtrak's most frequent service is at Springfield Station, where 11 trains per day are available to and from Springfield that provide extensive service within the Northeast. Passenger rail service is provided on both east-west (Lake Shore Limited) and north-south (Vermonter) routes through the region.

The Massachusetts Department of Transportation is now in the process of realigning Amtrak Vermonter service north of Springfield to restore passenger rail service to the Connecticut River line through Holyoke, Northampton and Greenfield. Service to Amherst will be offered by a PVTA bus connection. This project is funded by a \$70 million dollar grant provided in part by the American Recovery and Reinvestment Act (ARRA) High-Speed and Intercity Passenger Rail Program under the Federal Railroad Administration.

In addition, the Connecticut Department of Transportation's New Haven-Hartford-Springfield (NHHS) commuter rail project is underway, which will nearly double north/south passenger rail capacity at the Springfield terminal. The first trains on this service are expected in 2014.

Commercial van shuttles serve an important segment of the region's transit market. Many operators focus on service to and from airports and rail stations in New England. Service to Bradley International is provided hourly from most locations the Pioneer Valley. Service to Boston, Providence, and New York is also provided, though not on a scheduled basis. Non-profit organizations also operate shuttles, typically for their clients. Examples include municipal councils on aging, day care providers and social service agencies.

There are more than 20 taxi companies operating in the region. Taxi companies provide a vital link in the transportation system by offering mobility during times and at locations when public transportation is not available.

Non-Motorized Transportation

Bicycling and walking are popular transportation options in the Pioneer Valley. Historic town centers, vibrant central business districts and a variety of destination are within easy walking or bicycling distance from many residential neighborhoods. An expanding network of bikeways, sidewalks, and accommodating roadways provide residents with a variety of transportation alternatives. Many of the region's downtowns including Springfield, Holyoke, Northampton, and Amherst, offer easy accessibility to pedestrians and are supported by a strong transit network..

To support the increasing number of people who walk and bike, the Pioneer Valley Planning Commission has developed a strategic plan of policy-related actions and physical projects in which municipal and regional officials along with citizens and nonprofit organizations can collaborate on to improve conditions for pedestrians and bicyclists in the Pioneer Valley. The plan includes information and recommendations for incorporating bicycle and pedestrian features into the design phase of road reconstruction projects, using zoning and community development tools to foster environments that support bicycling and walking, increasing bicycle and pedestrian safety through design enhancements, and promoting bicycling and pedestrian through "Complete Street" policy initiatives. For more details, please refer to the Pioneer Valley Unified Planning Work Program (UPWP) for fiscal year 2012.

Recently the Pioneer Valley Transit Authority expanded its "Rack and Roll" bikes-on-buses program to the entire region. Now all 174 buses in the PVTA fleet are equipped with frequently used racks, allowing cyclists to transport their bikes on public service transit lines throughout Hampden and Hampshire Counties.

Through the Pioneer Valley "Share the Road," program the PVPC has worked jointly with the Franklin Regional Council of Governments and the Massachusetts Department of Transportation (MassDOT) on the installation 380 bike related signs including "Share the Road" signs, "Bike Route" signs, "Connecticut River Walk" signs, as well as directional signs. The Pioneer Valley Share the Road Program also produced an educational video and public service announcement that was distributed through local cable access channels and can be viewed at <http://www.enjoytheridebybike.com/>

The region has an ever expanding network of off-road facilities ranging from traditional bike paths to multi-use trails or linear parks. The PVPC assisted local municipalities on the installation of more than 300 bicycle parking racks throughout the region's urban cores with the capacity to secure more than 900 bicycles. The PVPC also produced a series of instructional bike-rack installation videos to assist communities and nonprofit organizations which are available at the PVPC's video hosting site: <http://www.youtube.com/user/PVPCgroup>. Currently sixteen communities provide 80 miles of bicycle lanes, multi-use paths or "rail trails" in the region, while several communities have similar projects in the design phase. In addition, the Pioneer Valley communities are active participants in "Baystate Bike Week" with dozens of activities hosted during the third week of May each year (<http://baystatebikeweek.org/>).

One successful example is the Norwottuck Rail Trail, the region's largest bikeway project, which opened in 1993. The ten-mile Norwottuck Trail links together the communities of Northampton, Hadley, Amherst, and Belchertown, and facilitates travel to and from educational institutions, downtown commercial areas, major employment centers and residential neighborhoods. Weekend traffic counts show an average of 1,200 people per day utilize the Trail during the peak season which includes when local colleges and the University of Massachusetts, Amherst are in session. The Massachusetts Department of Conservation and Recreation (DCR) and Massachusetts Department of Transportation (MassDOT) are in the midst of a collaborative effort to rehabilitate the Norwottuck Rail Trail. With the design phase slated to complete in 2012, construction is aimed to begin in 2013. As of early 2012, several changes are proposed to the trail including: path expansion to 10' in places, repaving, creation of accessible on/off ramps, and re-decking of bridges. This \$4 million dollar project will also include an assessment of existing conditions and natural resources, identification of erosion problems (More information available at www.mass.gov/dcr/projects/norwottuck/index.htm).

Many communities in the Pioneer Valley have begun to address pedestrian safety and health related issues through the initiation of "Safe Routes to School Programs." Safe Routes to School (SRTS) promotes healthy alternatives for children and parents in their travel to and from school. It educates students, parents and community members on the value of walking and bicycling and provide assistance in overcoming environmental challenges with funding for sidewalks, crosswalks, and traffic calming measures. In 2012 ten of the Region's 43 cities and towns had schools enrolled in the SRTS program including Amherst, Hadley, Holyoke, Longmeadow, Northampton, Palmer, Southampton, South Hadley, Springfield and Westfield.

Transportation of Goods

The Pioneer Valley region is strategically located at a geographic crossroads in which more than one-third of the total population of the United States can be reached by overnight delivery. The region is also well positioned to support new ventures in international trade, especially in Canadian and European markets. An efficient multi-modal transportation network includes truck, rail, air and pipeline.

Trucking is currently the most widely used method for moving goods throughout the Pioneer Valley. Overnight trucking service is available from the region to metropolitan centers throughout the northeastern United States and southeastern Canada. Approximately 130 for-hire trucking companies serve the Pioneer Valley region, providing both full truckload (FTL) and less than truckload (LTL) service. Many of these companies are locally based, but a large number of interstate motor carriers also provide service to the towns in the area. In the Pioneer Valley, more than half the trucking companies maintain operations in the Springfield-West Springfield area, where intermodal connections to rail are available. Most of the urban communities have at least one trucking firm or independent operator. Springfield-based trucking firms also provide nationwide connections to points in New Hampshire, New York State, Vermont, other parts of the Northeast and Canada.

Five rail carriers provide freight service in the Pioneer Valley Region: CSX Transportation, Pan AM Southern, New England Central, Pioneer Valley Railroad, and MassCentral Railroad. The region's largest freight and intermodal yard, operated by CSX, is located in West Springfield. Another major freight and switching yard important to the region is B&M's North Deerfield Yard, located in neighboring Franklin County to the north. Within the Pioneer Valley, other smaller freight yards are located in Holyoke, Palmer, and Westfield. The geographic location of the Pioneer Valley at the crossroads of interstate highways 90 and 91 and long-haul rail lines (CSX and B&M) creates a strategic and attractive location for businesses and industries participating in local and international marketplaces.

In addition, air freight and package express services are readily available in the Pioneer Valley region. Predominantly, air freight is moved through either Bradley International Airport in Windsor Locks, Connecticut; Logan Airport in Boston; or New York City's metropolitan airports. Air freight is also handled at Westover Airport in Chicopee. None of the other airports located within the region's boundaries offer air cargo services at this time.

Political Infrastructure

The area's elected state and federal officials also support the economic development efforts of the Pioneer Valley region. The following maps illustrate the current political landscape. In 2013, the U.S. congressional districts in Massachusetts will be reduced from a total of 10 to nine districts, as a result of population shifts documented by the 2010 census. Redistricting boundaries adopted in November 2011 will take effect in January 2013.

Figure 26: Pioneer Valley Region State Representatives and Districts

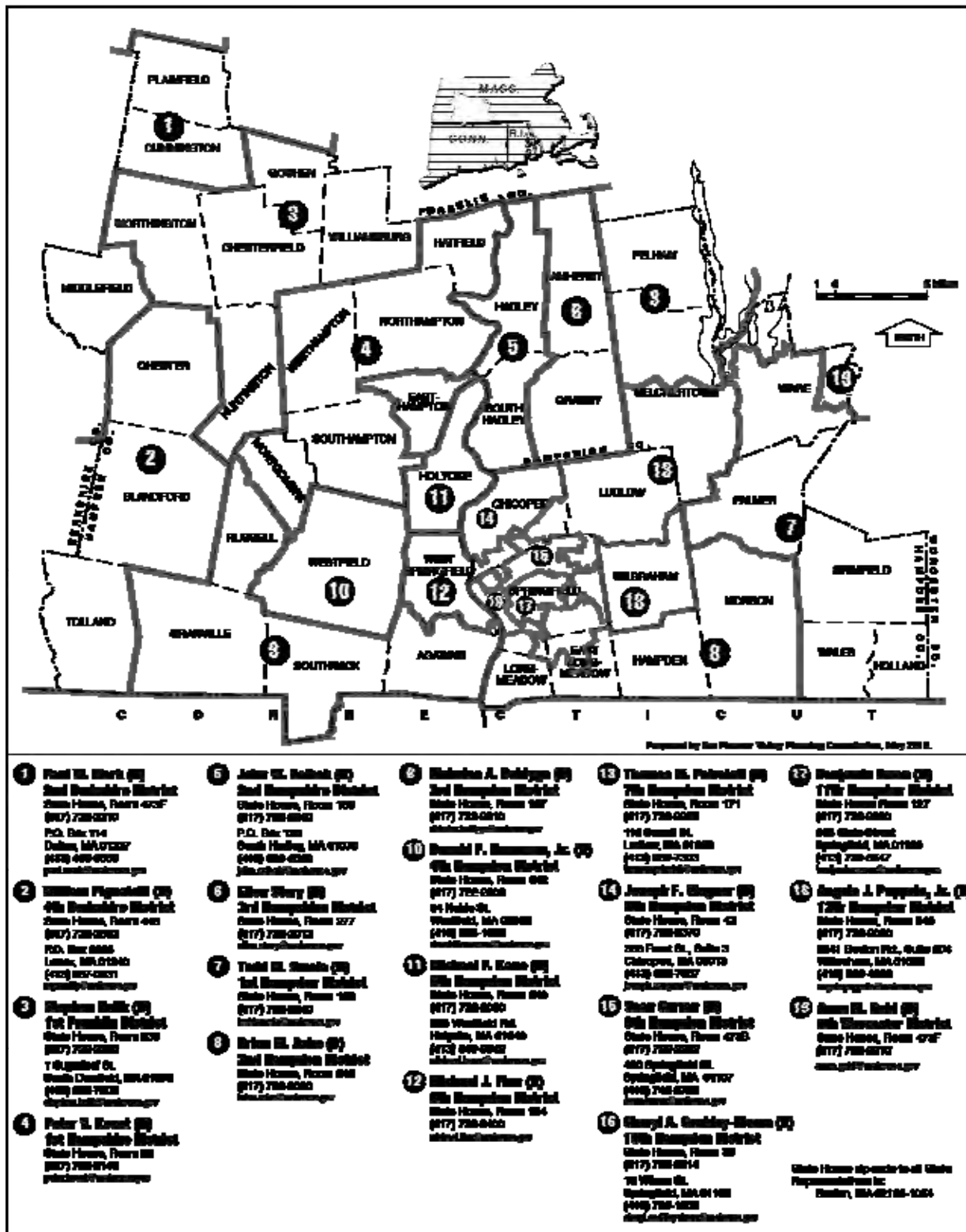
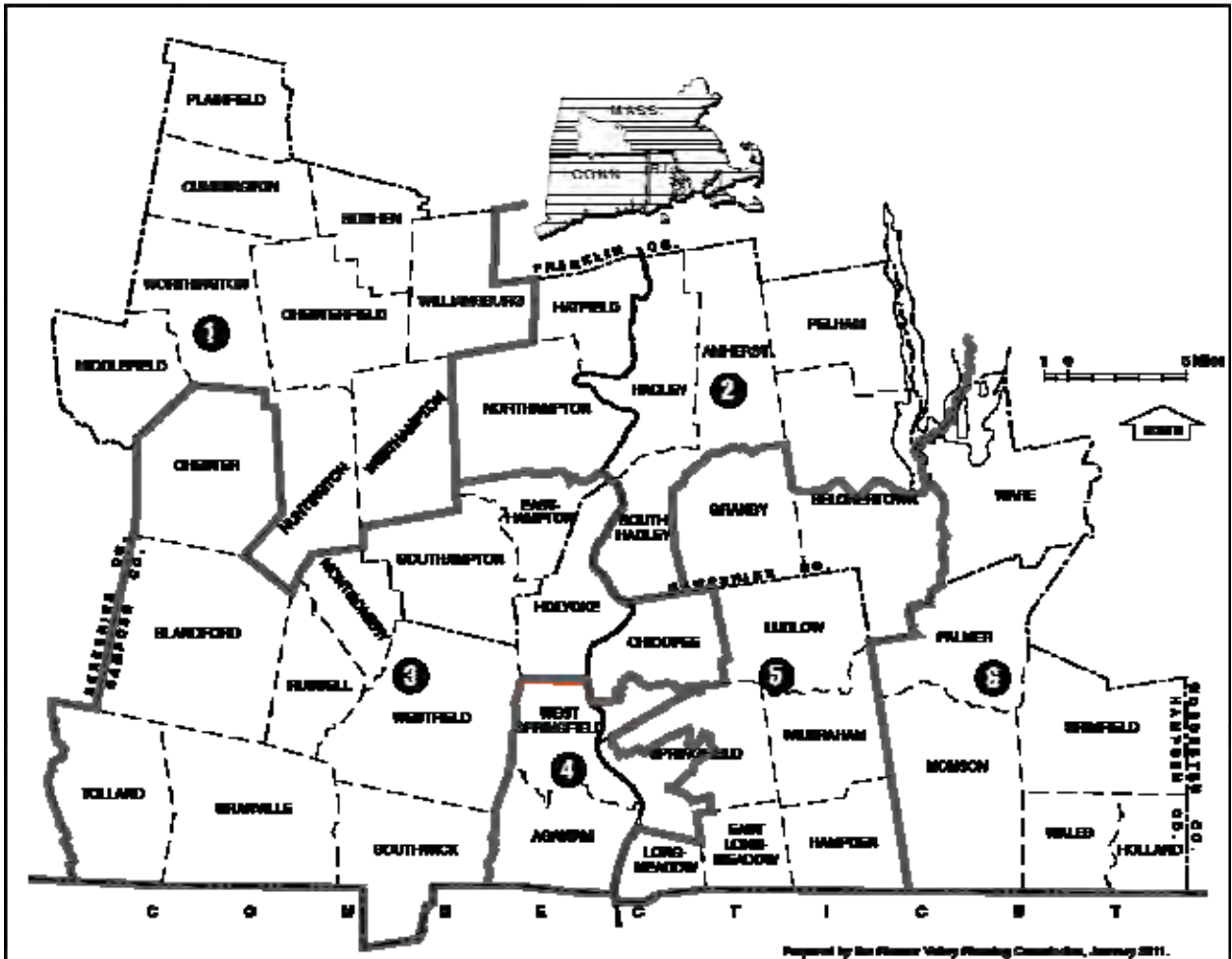


Figure 27: Pioneer Valley Region State Senators and Districts



Prepared by the Pioneer Valley Planning Commission, January 2011.

1 **Stephanie E. Bennett (D)**
 Berkshire, Hampshire and
 Franklin District
 State House, Room 413F
 Boston, MA 02133
 (617) 725-1825
 7 North Street, Suite 207
 Plainfield, MA 01201
 (413) 482-8808
stephanie.bennett@legis.state.ma.gov

3 **Michael E. Krupic (D)**
 East Hampshire and
 Hampshire District
 State House, Room 419
 Boston, MA 02133
 (617) 725-1416
 57 North Elm St.
 Westfield, MA 01095
 (413) 862-8484
mkrupic@legis.state.ma.gov

5 **John E. Cusack (R)**
 1st Hampshire and
 Hampshire District
 State House, Room 309
 Boston, MA 02133
 (617) 725-1351
 17 Main St.
 Westfield, MA 01095
 (413) 866-4766
john.cusack@legis.state.ma.gov

2 **Monica E. Rosenberg (D)**
 Franklin and Hampshire
 District
 State House, Room 302
 Boston, MA 02133
 (617) 725-1492
 FAX: (617) 725-1492
 1 Pelham St.
 Northampton, MA 01083
 (413) 254-1842
monica.rosenberg@legis.state.ma.gov

4 **James T. Walsh (R)**
 Hampshire District
 State House, Room 416A
 Boston, MA 02133
 (617) 725-1880
 772 Union Street
 West Springfield, MA 01096
 (413) 787-7767
jwalsh44@legis.state.ma.gov

6 **Stephen M. Brewer (R)**
 Berkshire, Hampshire,
 Hampshire and Franklin
 District
 State House, Room 212
 Boston, MA 02133
 (617) 725-1040
stephen.brewer@legis.state.ma.gov

Assessment of Economic Development Conditions

Weaknesses & External Threats

A number of issues threaten the Pioneer Valley region's economy, quality of life, and prosperity and, therefore, must be addressed and resolved. Many of these conditions result from the loss of major industrial-era employers, while others relate to more recent economic trends and other factors. Fourteen significant areas of concern are identified below:

- Job losses stemming from the most recent national economic downturn
- Very modest population growth, especially in the Pioneer Valley's urban core cities of Springfield, Holyoke, and Chicopee
- Limited inventory of industrial land with essential infrastructure services readily available across the region
- Lagging exports in an increasingly global economy
- Severely limited state funding for continued infrastructure improvements, including highway, bridge, transit, and rail projects, and for costly environmental cleanup projects such as Connecticut River CSOs
- Cities and towns struggling with funding local needs and services due to state budget deficits and modest local aid increases
- Gaps still to be filled in the availability and affordability of high-speed broadband Internet and telecommunication infrastructure
- Potential shortage of workers forthcoming according to a 2010-2011 workforce analysis
- Uneven K-12 public schools and performance
- Land use practices that foster low-density development and create sprawl
- Poverty rate increases in the Pioneer Valley region and relatively high poverty rates in the urban core cities of Springfield, Holyoke, and Chicopee
- Continuing home foreclosures as part of the nationwide mortgage crisis, particularly in Springfield
- Out-migration of local college and university graduates to other regions
- Relatively high energy costs and the perception of hurdles to achieve energy efficiency savings

The Pioneer Valley region has also faced a series of severe and unusual natural disasters over the past year. The first was a deadly EF-3 tornado that left a path of destruction in the communities of Westfield, Agawam, West Springfield, Springfield, Wilbraham, Monson and Brimfield in Hampden County, as well as Sturbridge, Southbridge, Oxford and Charlton in Worcester County. President Obama declared a major disaster status for the area on June 15, 2011, due to \$23.9 million in estimated damages to uninsured buildings, roads and infrastructure, plus the cost of essential overtime and materials. A total of 319 homes were destroyed by the tornado, and another 600 had major structural damage. Many others had partial damage; insurers reported over 5,000 homeowners' claims totaling more than \$90 million.

In August of 2011, Hurricane Irene swept up the East Coast, becoming a Tropical Storm in the New England states from August 27-29. The storm caused severe flooding with destruction of homes, roads and bridges in western Massachusetts, with the worst damage in the northern part of the Pioneer Valley and the Berkshires. In total, 84 homes were destroyed, 246 had major damage, and 43 had sufficient damage to be uninhabitable. It was estimated that 97% of the total residences impacted (440 including minor damage) were low income households. Damage to roads and bridges came to at least \$25 million in replacement costs. In addition, the flooding destroyed acres of agricultural crops about to be harvested.

The region was affected even more widely during the historic storm and snowstorm of October 29-30, 2011. A severe "Nor'easter" developed and tracked over the mid-Atlantic and Northeast, leaving 1-2½ feet of snow in western Massachusetts, where most trees still had foliage. The snow and high winds resulted in widespread tree damage, from broken limbs of all sizes to entire trees felled. Storm debris blocked roads and highways, brought down power lines, and damaged homes and cars throughout the state. About 670,000 residents and businesses lost power, and many of these were without power for several days or more than a week. Five people were killed as a result of the storm.

Many of the weaknesses and external threats affecting the region are being addressed by the implementers of the Plan for Progress goals and strategies. Long-term solutions will require long-term commitment and collaboration, as well as leveraging of the region's numerous strengths. First steps towards recovery from the series of natural disasters included two U.S. Department of Commerce Economic Development Administration (EDA) awards: \$50,000 for Pioneer Valley Tornado Recovery Capacity-Building and \$250,000 for a Springfield Tornado Rebuilding Strategy, both of which were matched by local funds. The Springfield funds were used for the development of ReBuild Springfield, a recovery and redevelopment plan described later in this report. The Pioneer Valley Tornado Recovery funds will provide staff support to implement the ReBuild Springfield plan as well as staff support for redevelopment efforts in other parts of the region affected by the tornado.

Competitive Advantages

Despite the threats described above, the Pioneer Valley region possesses numerous competitive advantages, which must be drawn upon fully so that the economic development goals of the region can be reached. Significant regional advantages of the Pioneer Valley include:

An Exceptional Quality of Life

The Pioneer Valley has an extraordinarily high quality of life, with its intrinsic natural beauty, wide variety of cultural amenities, and countless outdoor recreational opportunities. Its communities are located along the Connecticut River – a designated American Heritage River – in a diverse landscape of historic urban centers, college towns, and scenic rural areas. It is a highly desirable place for individuals and families to live – and therefore for businesses to locate.

A Strategic and Highly Accessible Location

The Pioneer Valley region is centrally located at the heart of the “New Atlantic Triangle,” an extraordinarily important economic region anchored by the Boston, New York City, and Albany metropolitan centers. This economic region benefits from its excellent transportation access afforded by highway, rail, and aviation facilities, thereby giving the region a major advantage in moving both people and freight and being a freight distribution hub for New England and the Northeast.

A History of Innovation and Pioneering Technologies

The Pioneer Valley region has a rich history of developing new methods and business technologies, dating from the early 1600s: construction of America’s first armory; construction of the country’s first commercial canal; creation of the first automobile, the Pullman rail car, vulcanized rubber, and the motorcycle; and introduction of the first commercial radio and UHF television stations.

A Center of Education Excellence

The Pioneer Valley region has one of the most skilled and highly educated workforces in the world, recently coined “The New England Knowledge Corridor.” The region’s 14 prestigious colleges and universities (located throughout all three Pioneer Valley counties) are home to approximately 65,000 undergraduate and 12,000 graduate students each year.

A Responsive Job Training and Retention Infrastructure

The Pioneer Valley region has two outstanding Regional Employment Boards (REBs) that oversee in excess of \$15 million in combined public and private investments, yielding a state-of-the-art workforce development system, two award-winning and nationally recognized one-stop career centers, and an interstate working partnership that encompasses three REBs that serve the greater Pioneer Valley in Massachusetts along with the Capitol Region of Connecticut.

A Telecommunications Hub for New England

Geographically located at the crossroads of New England, the Pioneer Valley region boasts a connecting point in Springfield, linking major fiber optic lines running both north-south and east-west, and serving as the primary telecommunication access hub for eight states.

An Entrepreneurial Focus and Resource Centers

In the last two decades, the Pioneer Valley region has undergone a profound shift as the number of very large employers has diminished and the importance of small businesses has grown. Springfield Technical Community College (STCC) continues to provide educational and incubation resources for starting and growing area businesses at its Scibelli Enterprise Center. Several other business incubators are located throughout the region, including the Massachusetts Latino Chamber of Commerce in Springfield, the Franklin County Community Development Corporation Ventures Center, and the Western Massachusetts Food Processing Center. The Western Regional Office of the Massachusetts Small Business Development Center also provides significant resources to hundreds of businesses each year.

A Proactive and Evolving Regional Technology Networking Structure

Technology companies are linked with the area's universities and colleges in a number of ventures, including a precision machining initiative and the development of clean energy resources, to increase the pace of innovation and technology commercialization and to build a growth-oriented economy in the Pioneer Valley region and throughout western Massachusetts.

Other Strengths & Opportunities

We have identified 12 other significant areas of opportunity for the Pioneer Valley region to leverage:

- A proactive and collaborative planning process – and implementation mindset – capable of producing positive and measurable results
- An evolving Hartford-Springfield economic partnership that has spawned the Knowledge Corridor, InternHere.com program, and Sustainable Communities Initiative.
- An expanding and diverse workforce fueled by immigration, life-style options, and growing efforts to retain college graduates
- A high level of worker productivity, especially in the manufacturing sector
- Numerous downtown Springfield revitalization efforts, including the State Street Corridor project, several new tenants at Tower Square, redevelopment of vacant buildings including the Enterprise Building and Federal Building on Main Street and the Technical High School on Elliot Street, and Rebuild Springfield, a plan created as a result of the 2011 tornado damage.
- The building of the Massachusetts Green High Performing Computer Center in downtown Holyoke, along with a new Holyoke Innovation District and a set of local and regional innovation strategies to leverage these resources.
- Housing affordability, especially as compared to the Greater Boston area

- A long and growing list of recreational and cultural assets that underpin tourism and the travel industry
- Federal funding to upgrade and increase passenger rail service to the region
- Superior medical facilities, personnel, services, training, and research, recently enhanced by the construction of the new Baystate Hospital of the Future in Springfield.
- The region's ability to encourage, nurture, and provide technical and financial support to new start-up firms across the Pioneer Valley
- State and federal funding to expand broadband access in underserved and unserved areas

Analysis of the Region's Economic Clusters

Economic clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field. The Pioneer Valley is home to several well-developed clusters, and is also connected to world-leading industry clusters centered in the Boston area. Cluster development initiatives are an important new direction in economic policy and include efforts such as supply-chain development, market intelligence, incubator services, attraction of foreign direct investment, management training, workforce training, joint R&D projects, marketing of the region, and setting technical standards.

The following information on the region's most significant clusters has been provided by the Economic Development Council of Western Massachusetts (EDC), which has been working closely with these businesses to identify opportunities as well as issues of concern. Additional information is available on their website at www.westernmassedc.com. In addition, the Holyoke Innovation District Design and Development Task Force worked with consultant HDR to identify key clusters in the region, and a final report is available at www.innovateholyokey.com. In June 2011, America 2050 and the Regional Plan Association prepared a report assessing the impact of passenger rail improvements in the Knowledge Corridor. This report included an analysis by the Regional Plan Association of the "location quotient" (LQ), or relative concentration, of various knowledge industries in the region, based on employment. An LQ of "1" indicates that an industry has a similar proportion of employment in that industry compared to most other regions, while an LQ higher than "1" indicates a higher concentration of that industry. Based on these sources, important clusters in the region include advanced manufacturing, digital technologies, health and biomedical, energy and clean technology, and the creative economy. In services, the region is strong in financial services, logistics and distribution, and tourism sectors.

Health and Biomedical

The Pioneer Valley boasts a growing cluster specializing in health and biomedical products and services, capitalizing on research and clinical R&D assets and on its legacy as home for innovative, quality product manufacturing. The Knowledge Corridor is known for the quality of its medical device manufacturing industry, applying expertise in precision metalworking to the exacting requirements of FDA-regulated products. Today, more than 50 companies employ 3,000 workers in all aspects of the medical device industry, including component manufacturing, contract manufacturing, labeling, and testing. Pioneer Valley products and services include:

- Consumable medical supplies and disposable devices for patients
- Consumable lab-ware, brushes, wipes and clean room supplies
- Engineering and design of medical devices, instruments and systems
- Precision GMP manufacturing of regulated medical devices and products
- IT, Web solutions, and consulting services for the biomedical/pharmaceutical industry

Baystate Health System—the region’s clinical hub, a teaching hospital and the second largest hospital system in Massachusetts—supports basic, clinical and biomedical research across a broad spectrum of medical and surgical specialties, with many nationally-recognized programs. Baystate hosts clinical trials and houses an extensive tissue bank for research purposes.

More than 200 faculty at the University of Massachusetts Amherst specialize in health and biomedical research, in addition to scientists at nearby Smith College and Mount Holyoke College. NIH awards to UMass researchers were nearly \$30 million in 2009-10, and the university is constructing new lab and teaching buildings to support its growing role as a translational biomedical research institution. UMass Amherst and Baystate Health System are partners in the Pioneer Valley Life Sciences Institute. Key research focus areas include neurological, health outcomes, developmental and reproductive biology, structural biology, kinesiology, microbiology, cancer and bioengineering.

The LQ for health care in the Knowledge Corridor is 1.34, with the Springfield metropolitan area at 1.56. For medical device manufacturing, the Knowledge Corridor has an LQ of 1.46 and Springfield is 1.27.

Educational Services

In the Pioneer Valley region (the 43 cities and towns within the Hampshire and Hampden County areas), there are 13 public and private colleges and universities, several of which are nationally recognized institutions. Together, these educational institutions employ 12,304 people in two distinct geographic clusters. In the northern half of the region, the well-known Five College area is home to the University of Massachusetts/Amherst, Smith College, Mount Holyoke College, Hampshire College, and Amherst College. These five institutions together graduate more than 6,000 students each year and employ approximately 8,500 people. The University of Massachusetts employs approximately 4,800 people, making it the largest educational institution in the region and the third largest single employer within the Pioneer Valley region.

In the southern half of the region, the Cooperating Colleges of Greater Springfield encompass the remaining eight colleges within the Pioneer Valley region. These eight colleges - American International College, Bay Path College, Elms College, Holyoke Community College, Springfield College, Springfield Technical Community College, Western New England College, and Westfield State College employ nearly 4,000 people and graduate more than 6,000 students annually.

Together, the 13 colleges and universities afford residents of the Pioneer Valley region a multitude of educational opportunities and provide employers with an annual pool of skilled talent. Many specialized training programs and area trade schools also exist to support and enhance the region's major industry clusters by offering advanced programs in the fields of manufacturing, precision machining, health care, information technology, life sciences, medical devices, financial services, biotechnology and renewable energy. Organizations dedicated to curriculum development or related educational services are also part of this cluster. This sector provides the region with a strong employment base and a superior foundation from which to launch many of the region's economic development initiatives. The LQ for educational services is 2.08 for the Knowledge Corridor and 2.66 for the Springfield metropolitan area.

Advanced Manufacturing

Western Massachusetts has long been known for a large and diverse manufacturing industry employing nearly 40,000 workers. In Hampden County alone, manufacturing represents over 12 percent of the region's total employment and almost 10 percent in Hampshire and Franklin Counties. This industry is focused in developing parts and products within the Fabricated Metal, Paper, Computer, Electronics and Transportation Equipment industries, used to supply major commercial manufacturers in the United States and abroad. Firearms manufacturing is quite highly concentrated in the Springfield area, with an LQ of 27.57, primarily due to the presence of Smith and Wesson. For the Knowledge Corridor as a whole, it is 9.04. Plastics manufacturing is another strong industry in the Springfield area, with an LQ of 2.48, while its presence in the full corridor is average (1.03).

The current focus of area manufacturers lies within three main initiatives: technology development, attracting additional manufacturing companies to the area and meeting present and future staffing demands. Insuring a supply of skilled employees is a region-wide goal being addressed by a partnership of manufacturing companies, local colleges, grant programs and regional employment boards.

This cluster works extensively with regional industry organizations, such as the Western Massachusetts Chapter of the National Tooling and Machining Association, to develop and implement new, innovative technologies, to share intellectual capital and resources, and to develop partnerships with companies that demand precision manufacturing conducted in a time-sensitive, cost-effective manner.

Precision Machining

Western Massachusetts is home to 300 precision machining companies with more than 7,700 employees. These companies perform high-mix, low-volume, highly-engineered precision machining of components and assemblies for major commercial manufacturers, aircraft engine builders and military equipment contractors across the globe.

This cluster's presence in the Hartford-Springfield Knowledge Corridor has resulted in new orders flowing down the supply chain from large aviation companies such as Pratt & Whitney, Hamilton Sundstrand and Sikorsky. The region's precision machining companies have adopted new technologies to increase productivity and competitiveness as suppliers. These businesses also have the available infrastructure, equipment, and employee skills sets needed to commercialize projects now being designed and developed for markets such as alternative energy, bio-technology, clean technology and medical devices. Precision machining in the Knowledge Corridor has an LQ of 3.41, and for the Springfield metropolitan area it is 2.71.

The Western Massachusetts Chapter of the National Tooling and Machining Association and its more than 60 member companies are committed to developing new technology, providing applications engineering support, implementing sustainable workforce development strategies, enhancing employee skills and developing business partnerships. A dense concentration of companies, industry networks and academic support programs enhance the precision machining environment in the Pioneer Valley in which manufacturers are united in working for innovation, new technologies and partnerships. A Massachusetts Center for Advanced Precision Manufacturing Technology was launched in 2010 to develop and implement new, innovative technologies, share intellectual capital and resources, and forge partnerships among companies.

Financial Services

The Financial Services industry of the Pioneer Valley and the Knowledge Corridor is a powerful force in both national and international markets. Multi-national banks, the Springfield-based operations of the MassMutual Financial Group and Liberty Mutual, as well as the Knowledge Corridor's dense concentration of insurance giants, all contribute to the region's strong financial services cluster. The Regional Plan Association calculated the LQ for the Knowledge Corridor as 1.51, with Springfield at 0.93.

Springfield is the headquarters of the MassMutual Financial Group, an industry staple since 1851 that sits among the Fortune 100 and was recently named one of the magazine's "Most Admired" companies. This mutually owned financial protection, accumulation and income management company is among the region's largest employers and plays an active role in the area's development. MassMutual subsidiary Babson Capital Management LLC is an entrepreneurial investment firm also located in Springfield. A more recent addition to the region's financial services landscape is the Liberty Mutual Insurance Group, the sixth largest personal and car insurance company in the United States. Liberty Mutual's growing home, auto and life insurance operations moved into the Springfield Technology Park at Springfield Technical Community College as the result of a 2008 expansion.

"The Insurance Capital of the World," Hartford, Connecticut, is less than 30 minutes from downtown Springfield. Internationally-known companies based along the Knowledge Corridor include Travelers, Aetna, The Hartford, ING and The Phoenix Companies, Inc.

Banking also plays a major role in the Pioneer Valley. Bank of America, Sovereign Bank, Citizens Bank and TD BankNorth are the largest of these institutions. Alternative financing also maintains a presence through the region's venture capital and angel investors.

Digital Technologies

Information and communications technology is a driver of economic growth in the Pioneer Valley. Industrial-scale computer operations, regional IT and telecom companies, and hundreds of small-scale tech enterprises all leverage the region's rich digital infrastructure, skilled workforce, research resources, cluster ecosystem and geographic advantages to serve national markets from a low-cost New England setting.

The Pioneer Valley is host to a key northeast U.S. fiber optic backbone junction point with telecommunication points of presence for AT&T, MCI WorldCom, Verizon, Sprint and Frontier. The Springfield Technical Community College Technology Park is outfitted with state-of-the-art fiber optic telecommunications infrastructure for voice lines, high-speed data and Internet access. One of the least expensive locations for a business to send and receive high-speed data transmissions in New England, the park is connected to fiber-optic cables laid alongside the region's interstate highways as well as several local fiber loops, including a direct fiber connect to the University of Massachusetts and the Five College System. Also a major switch hub of the Northeast, the park is home to switching centers for several major long distance telephone carriers. In addition to the park's tenant companies' investments in equipment and technology, the Western Massachusetts Electric Company provides two separate 13,800 volt feeders derived from separate sub-stations. The fiber-optic backbones provide high-speed service throughout most of the urban and suburban landscape, and a "middle mile" project is under way to extend service to the underserved rural areas. Broadband, Internet and computational infrastructure links corporations, state data systems, and local colleges and universities.

The Knowledge Corridor's 29 colleges provide a consistent flow of two-year, four-year, and advanced degree graduates, equipped with the industry-specific skills to meet and exceed the region's high-tech workforce demands. In the Pioneer Valley alone, 13 colleges graduate nearly 500 students each year in computer science and other digital technology majors at all levels. Many area colleges are noted for information technology excellence and work closely with the local IT industry, providing interns, academic research assistance and custom training courses for companies. Specifically, the University of Massachusetts' Computer Science Program has been the recipient of a number of prestigious industry designations, including being ranked among the top 20 computer science Ph.D. programs in the U.S. according to a National Research Council study.

A large and diverse creative economy, much of it based in technology-driven fields, thrives in the region as well. The size of the region's high-tech workforce is exemplified through organizations such as Hidden Tech, a rapidly growing group of 1900-plus small and home-based companies. Another growing sector in the Pioneer Valley is the video game industry. The Entertainment Software Association has identified Massachusetts as one of the top five centers for game design and development in the U.S. with over 4,000 people directly or indirectly employed in the field in the state. In western Massachusetts, a number of small game development studios are operating and building products for the entertainment and serious games marketplace.

Energy and Clean Technology

The Massachusetts Clean Energy Center (MassCEC) reported in October 2011 that the Massachusetts clean energy economy now employs more than 64,000 people. The 2011 Massachusetts Clean Energy Industry Report identifies 4,909 clean energy companies across the state that saw a 6.7 percent increase in jobs between July 2010 to July 2011, and expect employment growth rate of 15.2 percent from July 2011 to July 2012. The report identified 4,909 clean energy companies in the state, ranging from construction and manufacturing to research and development.

The LQ for renewable energy industry in the Knowledge Corridor is 4.46, partly due to a high concentration in the Hartford area (8.31), while in the Springfield metro area it is 0.88. The Pioneer Valley can be a particularly efficient place to locate a renewable energy business because wage rates and real estate costs are lower than other major Northeast metro areas.

In 2008, Massachusetts Governor Deval Patrick signed the Green Communities Act of 2007 into law. This landmark energy legislation is a comprehensive, multi-faceted energy reform bill that encourages energy and building efficiency, promotes renewable energy, creates green communities, implements elements of the Regional Greenhouse Gas Initiative (RGGI), and provides market incentives and funding for various types of energy generation.

Tourism

The travel, tourism and hospitality industry plays an important role in the Pioneer Valley. The visitor industry ranks second in the United States and third in the Commonwealth, making it critical to our economy. Tourist dollars are spent in a variety of ways that directly affect the bottom line of area businesses from transportation and fuel to food, lodging and entertainment. The LQ for Tourism is 0.95 in the Springfield metro area and 0.8 for the Knowledge Corridor as a whole.

The Pioneer Valley tourism industry cluster is boosted by the region's famed attractions, including Six Flags New England, Yankee Candle Village, the Dr. Seuss National Memorial Sculpture Garden, the Naismith Memorial Basketball Hall of Fame and the Eric Carle Museum of Picture Book Art. The Valley is also known for its unique festivals and fairs including the Eastern States Exposition (the "Big E"), Bright Nights at Forest Park, the Paradise City Arts Festival and Holyoke's St. Patrick's Day Parade, ranked in the nation's top three.

Howdy University is an affordable customer service training program for front-line tourism industry workers. This program features training by nationally-known customer service experts, mini-grants for members to identify market niches, marketing programs and the annual Howdy awards for customer service excellence.

Creative Economy

The Pioneer Valley is recognized as having an active and prominent cultural community and is home to many artists and creative businesses. These activities and enterprises are a significant source of employment and income for the region. In addition to its colleges and universities, the region boasts many cultural institutions and other businesses that are leaders in a variety of creative industries. Furthermore, its proximity to the major metropolitan areas of Boston, Hartford, and New York City, as well as to Bradley International Airport, provides a rich exchange of culture, innovation, and talent. The creative economy includes occupations and industries that focus on the production and distribution of cultural goods, services, and intellectual property, such as publishing, entertainment, design, journalism and writing, photography, performing arts and individual artists. Parts of the Pioneer Valley have significantly higher concentrations of creative workers than the state of Massachusetts or the nation as a whole, and these workers are found in a broad diversity of cultural occupations.

Availability of Partners and Resources for Economic Development

The long-term success of the Plan for Progress—as well as the region’s ability to achieve its strategic economic goals as outlined in the CEDS annual report—depends on a diverse and interconnected network of active economic partners. This network directly contributes to the effectiveness of the Pioneer Valley region’s economic development planning process by ensuring that the recommended strategies are implemented.

The Plan for Progress partnership is essentially acting as a “server” of the Plan’s recommended action strategies that must be implemented in order to avoid or minimize serious economic problems, such as high unemployment levels and weak business retention, as well as to take advantage of compelling economic opportunities that promote sensible economic growth and prosperity—for example, leveraging a cluster of 13 higher education institutions and building a cross-border economic alliance with the greater Hartford area.

The network of Plan for Progress partners (Figure 29) is a careful mix of organizations recruited from the Pioneer Valley’s public (government), private (business), and civic (nonprofit) sectors, and then unified and networked by the CEDS planning process in order to realize a collaborative planning and implementation team.

Figure 29: Pioneer Valley Plan for Progress Implementers

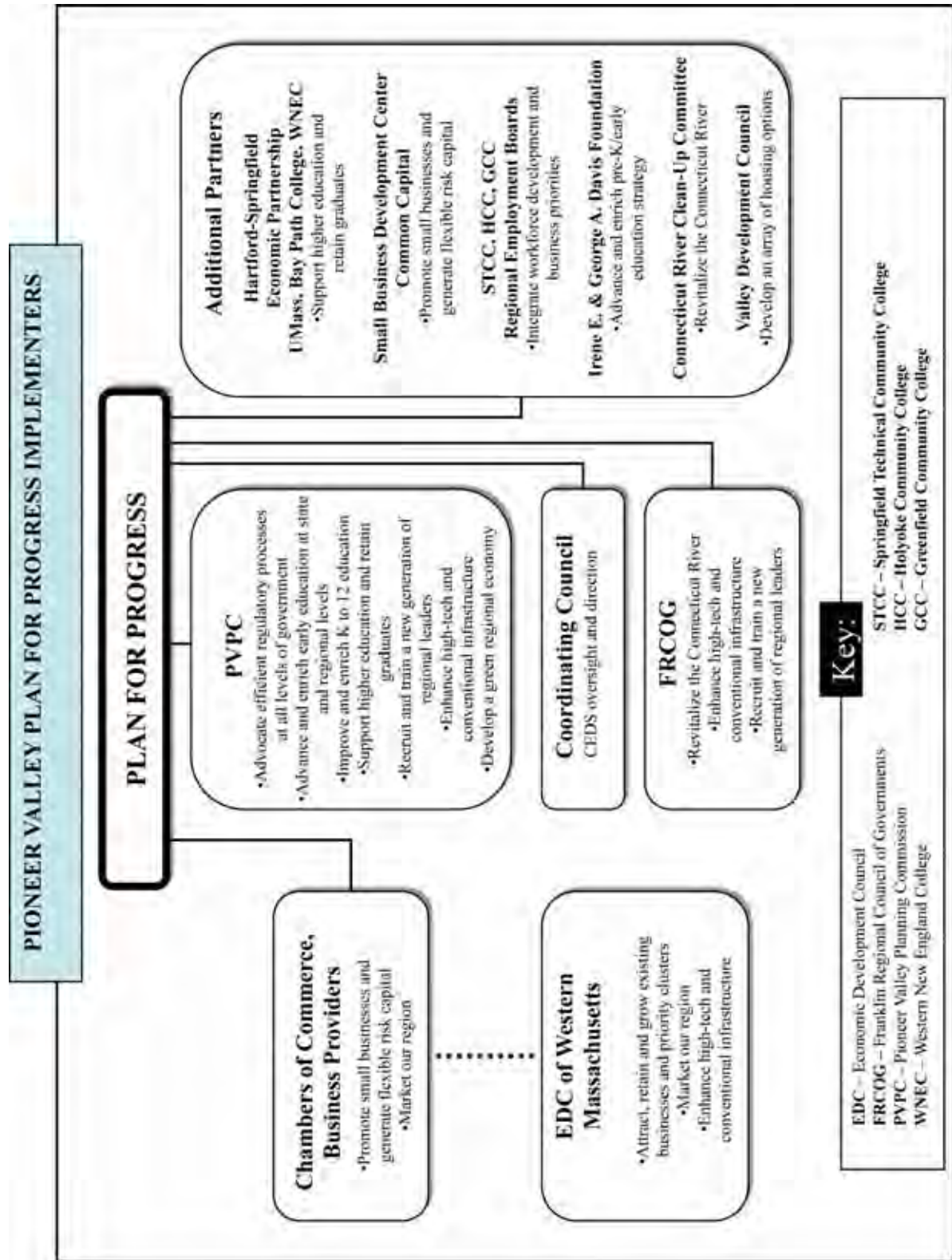
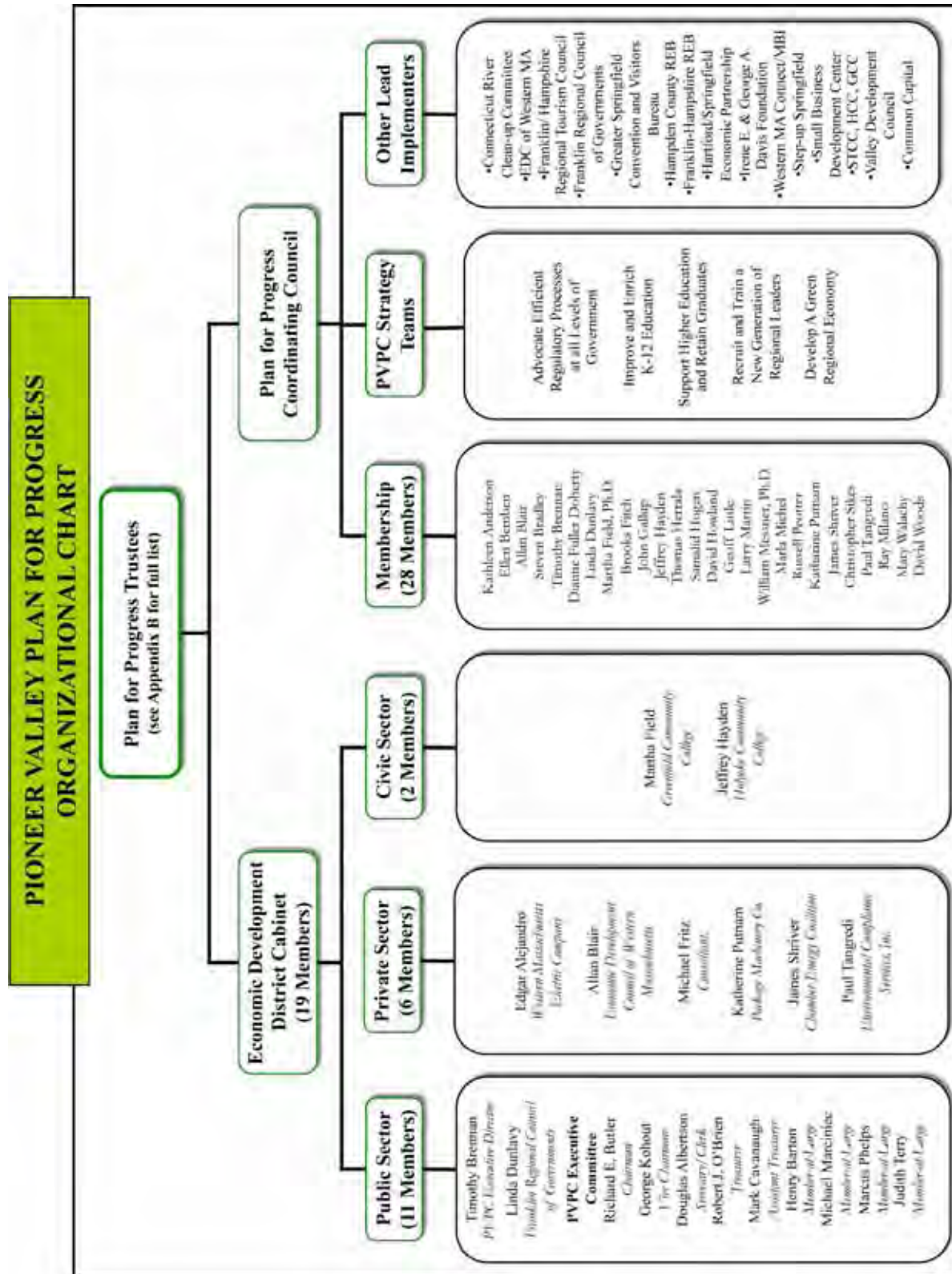


Figure 30: Pioneer Valley Plan for Progress Organizational Chart



A VISION FOR THE PIONEER VALLEY REGION

Regional Goals and Objectives



RiverMills at Chicopee Falls, Chicopee
Rendering by James Akers
Design concept by Vanasse Hangen Brustlin, Inc.

The Pioneer Valley Plan for Progress maps out a vision for economic success based on an understanding of the region's assets and opportunities, as well as past accomplishments, ongoing initiatives of the 2004 Plan for Progress, and current challenges.

The original 1994 Plan for Progress was created as a blueprint

for growth and development of the regional economy, but the current Plan, completely revised in 2004 and updated in 2009, reflects a broader concept of regional development – one that capitalizes on the opinions, ideas, and perspectives of countless people within the Pioneer Valley region, in the belief that those who live, work, and play here are knowledgeable about existing conditions, and aware of subtle changes at local levels that can affect the region's realization of its potential for growth and economic prosperity.

The 2004 Plan for Progress and 2009 Five-Year Update are available, as two separate documents, from the PVPC or online at www.pvpc.org. The new Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley is available at www.innovateholyoke.com.

The purpose of the Plan for Progress is to bring together the vital economic interests of the Pioneer Valley to build a competitive regional community with a world class environment which stimulates development and growth. In turn, the Pioneer Valley Economic Development District (EDD) provides another mechanism by which the action strategies embodied in the Plan for Progress can be successfully advanced from planning to implementation and continually revised in order to meet the region's changing economic needs, conditions, and circumstances.

The 2004 Plan for Progress presents a new vision of a Pioneer Valley with “a strong, vibrant regional economy that fosters sustainability, prosperity, and collaboration, and attracts national recognition.” This vision is expressed through seven cross-cutting themes that form the guiding principles of the Plan for Progress. In practice, a set of strategic goals, in four groupings, guide the implementation of these principles and present tangible action steps for realizing the vision.

The Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region grew out of a collaborative regional partnership to leverage economic growth from the creation of the new Massachusetts Green High-Performance Computing Center in downtown Holyoke. The project developed an action-oriented economic development strategy for the City of Holyoke and the entire Pioneer Valley region, with a detailed implementation framework.

In 2008-2009, the Plan for Progress Trustees and Coordinating Council reviewed and re-evaluated the existing Plan for Progress in order to conduct a five-year update, as required by the Economic Development Administration. Out of this process came several additional plan components, including a new strategy to “Develop a Green Regional Economy;” a new set of indicators for the Urban Core cross-cutting theme; and the first year’s results in a new Accountability System. In addition, in 2008, the fifth strategy, “Improve and Enrich Pre-K to 12 Education,” was divided into two strategies, “Advance and Enrich Early Education at State and Regional Levels” and “Improve and Enrich K to 12 Education.”

In 2010, Strategy #4, “Integrate Workforce Development and Business Priorities,” was fully revised and updated. More recently, in early 2012, the Coordinating Council of the Plan for Progress adopted the “Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region” as part of the Plan for Progress, and Strategy #14, “Develop a Green Regional Economy,” was refined.

The cross-cutting themes and strategies of the Plan for Progress are described in the following sections.

The Plan for Progress: Cross-Cutting Themes

The overall strategic direction of the Plan for Progress is captured within seven cross-cutting themes that provide the underpinning for the Plan. These themes do not have specific action plans associated with them; rather, they are the overarching principles that will guide the implementation of the Plan's strategies and action steps:

- **Cross-border collaboration** – partnering with the greater Hartford region to promote a globally competitive cross-border regional economic identity.
- **Diversity** – appreciating and encouraging diversity throughout our region.
- **Education** – taking advantage of the region's significant higher education assets and creating cross-sector partnerships to improve on weaknesses.
- **Industry clusters** – supporting the expansion of those industries that show great promise (clean energy, health care, creative businesses, hospitality and tourism, life sciences, medical devices and pharmaceuticals, and plastics), and sustaining those that have a long history in the region (agriculture and organic farming; building fixtures, equipment, and services; financial services; metal manufacturing and production technology; and printing and publishing).
- **Sustainability** – promoting responsible land development patterns that are economically sound and considerate of social and environmental needs, while preventing the worst impacts of natural disasters by planning for crisis management and protecting vulnerable infrastructure.
- **Technology** – leveraging technology to improve socio-economic outcomes across the region and building the business community's technological capacity.
- **Urban investment** – promoting economic growth and prosperity in the region's urban central cities and a high quality of life for their residents.

The Plan for Progress: Strategic Goals

While cross-cutting themes constitute the principles of what the Plan for Progress can achieve, it is the strategic goals and their corresponding action steps that will realize that vision. In January 2012, the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region was incorporated into the Plan for Progress. All of the goals are summarized in the “Accomplishments” section of the CEDS and are listed below under their strategy groupings:

Strengthen and expand the region’s economic base

- Attract, retain, and grow existing businesses and priority clusters
- Promote small business and generate flexible risk capital
- Develop a green regional economy (*new in 2009*)
- Market our region
- Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region (*new in 2012*)

Foster means of regional competitiveness

- Advocate efficient regulatory processes at all levels of government
- Recruit and train a new generation of regional leaders
- Enhance high-tech and conventional infrastructure

Supply the region with an educated, skilled, and adequately sized pool of workers

- Integrate workforce development and business priorities (*revised in 2010*)
- Advance and enrich early education at state and regional levels
- Improve and enrich K to 12 education
- Support higher education and retain graduates

Foster the region’s business climate and prospects for sustainable economic growth

- Revitalize the Connecticut River
- Develop an array of housing options
- Endorse a regional approach to public safety
- Champion statewide fiscal equity

Integration With Other Economic Development Plans

One of the issues addressed by the Plan for Progress Coordinating Council and Trustees, and particularly by a number of private sector Trustees who participated in a series of Business Focus Groups in the last several years, was the wide array of plans created for the region by many different parties, not always acting in concert with one another.

The Plan for Progress Coordinating Council has formal agreements with some entities and work closely with state and other regional or local organizations, yet there is a need for greater coordination with the strategic plans of all of these entities. The following plans are of particular importance, and the Coordinating Council will review them regularly and meet frequently with their proponents to find opportunities to coordinate efforts.

Choosing to Compete in the 21st Century: An Economic Development Policy and Strategic Plan for the Commonwealth of Massachusetts

In December 2011, the state of Massachusetts released a new statewide economic development plan. In August 2010, the Massachusetts Legislature passed economic development legislation that calls upon each gubernatorial administration to develop and publish, with the assistance of an economic development planning council, an economic development policy and strategic plan for the Commonwealth. During 2011, an economic development planning council of 34 public and private sector representatives led by Secretary of Housing and Economic Development Greg Bialecki developed this strategy and plan, which builds on the job creation strategy of the Patrick-Murray Administration over the last five years.

This strategy and plan outlines five categories for action for Massachusetts to retain or improve its competitive position in the world's economy. Within each category, accomplishments were recognized and critical priorities were identified for further improvement, together with specific action steps. The "Five Steps Towards a More Competitive Massachusetts Economy" are as follows:

1. Advance Education and Workforce Development for Middle-Skill Jobs Through Coordination of Education, Economic Development, and Workforce Development Programs

- Design and develop a cohesive, coordinated workforce development system with clear leadership
- Improve responsiveness of workforce programs for business and workers that will meet the demands of the marketplace
- Prioritize goals of the State STEM Plan that align with middle-skill jobs

2. Support Innovation and Entrepreneurship:

- Strengthen and support our innovation community
- Build and retain talent for the innovation economy

- Expand our culture of innovation
- Support growth to scale

3. Support Regional Development Through Infrastructure Investments and Local Empowerment:

- Make public infrastructure investments that support regional growth opportunities
- Create regional and local economic development teams led by municipal officials who are “CEOs for Economic Development”
- Educate regional and local officials, municipal leaders and their staffs
- Empower municipal leaders and their staffs with more local input and control

4. Increase the Ease of Doing Business:

- Engage in on-going state regulatory review
- Re-align business development efforts
- Market the strengths of doing business in Massachusetts

5. Address Our Cost Competitiveness:

- Contain the increasing cost of health care while protecting access and quality
- Reduce energy costs while creating a diversified energy portfolio that balances competitive pricing with sustainability
- Manage the impact on business of long-term cost pressures within state and local government
- Make the tax structure more simple, competitive, and predictable by addressing the use of tax-based business incentives

A Framework for Action: The State Regional Economic Development Strategy

Massachusetts conducted a regional economic development planning process in 2008-10, based on the premise that people live, work and play across town and even state borders. The plan notes that “regions are the scale in which housing, labor and job markets intersect.” It also acknowledges that the economic health of regions is tied to the economic health of their urban centers. The regional framework developed by the state examines each region in depth and presents conclusions and recommendations tailored to that region. The Pioneer Valley and the Berkshire Regions are both identified as separate entities in western Massachusetts.

The state's regional economic development plan identifies a number of assets in the Pioneer Valley, including its central Northeast location for businesses (while having lower operating costs than similar areas), nationally known tourist destinations, vast natural resources, and world-class healthcare. The state's highest economic development priorities for western Massachusetts are the new Broadband Initiative, intended to bring high-speed Internet access to all communities in the Commonwealth, and the Holyoke Green High Performance Computing Center.

Several other issues specifically pertinent to the Pioneer Valley (rather than all of western Massachusetts) are outlined in the state's regional framework. First, Pioneer Valley officials and planners have noted that state programs seem designed for the Boston metro region and are difficult for smaller communities in this region to take advantage of because of the stringent administrative requirements. Secondly, Hampshire and Franklin County still have large rural areas with significant agricultural resources, yet the development pressures are strong. The region has a high percentage of its job base in traditional manufacturing industries and is experiencing growth in healthcare employment; however, there is a critical need to provide education and training to the existing workforce, so that they may qualify for these jobs. Educational attainment in general is relatively low in the region's cities, while at the same time, more highly educated youth are leaving the region for opportunities elsewhere.

The state plan also recognizes the need to integrate UMass-Amherst and the area's colleges into the regional economy, and acknowledges the importance of the Knowledge Corridor that extends into Connecticut. The plan recommends strengthening both of these connections.

Knowledge Corridor and Franklin Regional Plans for Sustainable Development

The Knowledge Corridor Regional Plan for Sustainable Development is an effort of the Hartford-Springfield Economic Partnership and a Knowledge Corridor Consortium that includes three planning regions (the Pioneer Valley Planning Commission, the Capital Region Council of Governments in Connecticut, and the Central Connecticut Regional Planning Agency) and many cooperating organizations. Awarded \$4.2 million by the U.S. Department of Housing and Urban Development (HUD) in the fall of 2011, the three regional organizations are working together to create new opportunities for sustainability in the environment, land use, housing, transportation, employment, and leadership development. The consortium is updating and integrating existing regional plans and will incorporate new plan elements to form the Knowledge Corridor Regional Plan. The Franklin Regional Council of Governments also received a Sustainable Communities Regional Planning Grant of \$425,000 from HUD.

The overarching Knowledge Corridor Regional Plan will include several innovative new elements, several of which will help to implement Plan for Progress strategies: a green infrastructure plan for clean water, a regional climate action plan, a workforce development plan, an affordable and equitable housing element, a sustainable environment plan, and a food security plan. The plan will: (1) build off of major federal investments in the region, including the new Springfield-New Haven high speed rail line; (2) seek to create energy-efficient, affordable housing opportunities near transit and job centers in well-designed, mixed-use settings; (3) enhance opportunities for MA/CT cross-border communication and decision-making; and (4) establish imaginative new efforts such as a regional leadership training program for new generation of regional leaders and a web-based Virtual Sustainability Concourse to share information on successful land use strategies and progress toward a more sustainable Knowledge Corridor. The leadership program will include Franklin County. Milestones from the planning process to date are described in the “Accomplishments” section of this CEDS report.

Strategic Planning Initiative of the Economic Development Council (EDC) of Western Massachusetts

The EDC conducted a series of focus groups in 2007 to discuss the role of the EDC in fostering economic development in the Pioneer Valley region. Participants included leaders of large and small businesses, entrepreneurs, developers, academics, and EDC affiliated representatives. This process was a preliminary step in developing a strategic plan for the EDC, to be used over a three to five-year period. The plan outlines six focused strategies, and several key features of each strategy are described below:

1. **Growing and Attracting Business.** The EDC intends to provide customized business services, including their Home Field Advantage program and their website as a widely utilized portal. They will also target resources to existing and emerging businesses with a demonstrated capacity for growth. The EDC will continue to develop outreach efforts that target East-West (Massachusetts) and Knowledge Corridor initiatives, and will support the commercialization of intellectual property from the region’s universities, as well.
2. **Real Estate Resources and Infrastructure Development.** The EDC intends to continue to work with municipalities to identify land for possible development and urge streamlined local permitting to increase the number of pre-permitted, shovel-ready sites. The EDC will coordinate with the Pioneer Valley Plan for Progress as well as with municipal level community economic development organizations. It will provide the economic development perspective on infrastructure funding decisions/initiatives. It will also coordinate with other parties in promoting the region’s land and building resources, with a special emphasis on downtown Springfield.
3. **Tourism.** The EDC intends to continue to expand current marketing efforts, support the development of new tourism venues and events, such as the Three County Fairgrounds in Northampton and the Springfield History Museum at the Quadrangle, and assess feasibility for new venues.

4. **Public/Private Partnership.** The EDC will continue to develop and communicate positions on issues of importance to the business community to all appropriate levels of government. It will assist in the formation of Business Improvement Districts and provide project management services to municipalities lacking the capability.
5. **Technology Sector.** The EDC intends to conduct particular outreach to biotech, nanotech, software, and East Meets West initiatives. Leveraging UMass Amherst's knowledge and resources is critical, as well, and the EDC will capitalize on and promote the Pioneer Valley Life Sciences Institute.
6. **The EDC's Role in Springfield.** The EDC intends to identify ways to bring more public/private resources to the city and to re-educate the region about Springfield's unique importance and value. The EDC will work with the city to implement the Urban Land Institute's report, which MassINC has built upon (see below).

Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region

This report and strategy document came out of a comprehensive process conducted by a regional/local Holyoke Innovation District Task Force, with the assistance of the Massachusetts Technology Collaborative's John Adams Innovation Institute, over the past two years. The key goals and objectives of this report have been adopted by the Plan for Progress Coordinating Council for inclusion in the Plan for Progress, and can be found in the Accomplishments and Action Plan section.

On June 11, 2009, Governor Deval Patrick, joined by MIT President Susan Hockfield, University of Massachusetts President Jack Wilson, Boston University President Robert Brown, Housing and Economic Development Secretary Greg Bialecki, and representatives of EMC and Cisco, signed a Memorandum of Understanding announcing the desire to locate a state-of-the-art Massachusetts Green High Performance Computing Center (MGHPCC) in Holyoke, Massachusetts. Since then, Northeastern University and Harvard University have joined the consortium. Considered the "third leg of science" along with theory and experimentation, high performance computing uses a large number of extremely powerful and fast computers to carry out advanced computing in key areas of research such as life sciences, clean energy, and climate change. For world-class universities, high performance computing has become a necessity to compete with other research institutions in today's world, and it is also a catalyst for innovation in research and the development of new products and services.

The MGHPCC will anchor a new Innovation District that will catalyze the innovation economy in Holyoke. A regional/local Innovation District Task Force was established in 2009 to guide the development of the District and was responsible for the completion of this strategic plan which was completed in October of 2011. The "Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley" summarizes the strategies and implementation milestones established collectively by the Task Force.

Since the completion of the report, working groups have been formed to implement the strategies. These working groups are led by and comprised of representatives from the City of Holyoke, the MGHPCC, PVPC, EDC of Western Mass, HCC, Hampden County REB, MassDevelopment, Holyoke Gas and Electric, Massachusetts Office of Business Development, Massachusetts Technology Collaborative's John Adams Innovation Institute, and the Commonwealth of Massachusetts.

The MGHPCC planned for Holyoke will not only provide an invaluable increase in the computing capacity that would bring all these benefits to the partnering institutions but will also serve as a showcase of green energy use and green facilities design, be scalable to meet the needs of additional partners and computational demands, and serve as a catalyst for economic, educational, and workforce development in Holyoke and the region.

Rebuild Springfield Plan

In response to the devastation of the June 1, 2011 tornado that came through Springfield and neighboring communities, the City of Springfield undertook a comprehensive redevelopment planning process. A public/private partnership between DevelopSpringfield, a non-profit development corporation, and the Springfield Redevelopment Authority was established to engage local citizens in a systematic planning process. Over a period of six months, using a consultant who also helped New Orleans make plans to rebuild, a total of about 2,000 residents participated in nineteen separate community meetings. These residents are the ultimate authors of this plan, which also builds on previous plans for the city including neighborhood plans, Urban Land Institute (ULI) reports, and others. The intent of the plan is more than just to return the city to pre-tornado conditions, but to establish realistic short and long-term visions for the future and to begin implementation.

The Rebuild Springfield Plan has two levels of focus – the tornado-impacted neighborhoods and the city as a whole. The neighborhoods affected by the tornado were organized into three Planning Districts:

District 1: Metro Center, South End

District 2: Maple-High/Six Corners, Upper Hill, Old Hill and northern Forest Park

District 3: East Forest Park, Sixteen Acres

Very specific implementation strategies have been identified for each of these areas, building on successful models and initiatives such as the C-3 Policing program and the city's Business Improvement District, while creating new initiatives such as reinforcing a cluster of eateries to form a "restaurant row", building trails along the Mill River, expanding the role of local schools to become community centers, and providing sidewalks and bike lanes on key connector streets.

The Citywide (as well as District) recommendations are organized around a "Community Nexus" of physical, cultural, social, organizational, economic, and educational assets, resulting in a holistic plan that takes into account all aspects of the community experience.

MassINC and UMass Dartmouth Urban Initiative: Springfield Economic Growth Initiative

In 2009, MassINC and the UMass Dartmouth Urban Initiative completed a study of Springfield, *Building for the Future: Foundations for a Springfield Comprehensive Growth Strategy*. The analysis describes Springfield's social and economic conditions in the context of older industrial cities throughout the Northeast and Midwest. The project builds on the previous work of the Urban Land Institute by providing key demographic and economic data for further and more in-depth analysis. The draft report was presented to residents and other stakeholders throughout the community during the spring of 2009 and the final report was published in June 2009.

Key findings of the study include:

- Although Springfield has struggled for decades against adverse social, economic and political trends, it has maintained its presence as a population center and a regional economic hub.
- While the city has a relatively strong economic base that continues to provide good jobs, the city's residents are having difficulty gaining the skills necessary to obtain wages sufficient to support their families.
- Springfield's competitive strengths are in mature and declining sectors (metal manufacturing, plastics, and publishing/printing). These legacy industries have spawned some emerging clusters (medical devices and analytical instruments), but these are not developing quickly enough.

The report presents findings related to both residents and businesses. It states that the high number of teen and single parents exposes Springfield's youth to economic insecurity, and that the city's youngest residents are not gaining the skills they need in school. Residents therefore have difficulty competing for the city's high-paying jobs, and young adults struggle to gain experience and earn a living wage. On the business side, while greater Springfield is doing very well in the fields of health care, finance, and higher education, the region's manufacturers are currently very vulnerable. Also, despite the presence of many new, small firms, these companies are not experiencing rapid growth, and local markets are relatively undeveloped.

However, the report points out that recent trends in demographics, economics, and public policy are becoming more favorable for regions like greater Springfield. Americans are increasingly living in more diverse neighborhoods; aging Baby Boomers are returning to cities; information technology makes it possible to decentralize functions; and the "innovation economy" thrives in a diverse region with many unmet needs. The state's new Gateway Cities policy agenda and the Governor's new regional economic development strategy are also likely to be of benefit to Springfield. The five competitive strengths that the city and region should build on, according to MassINC, are:

- Precision Manufacturing Cluster
- Higher Education and Health Care Institutions

- Telecommunications Infrastructure
- Strategic Location (relative to Boston, Hartford, New York City)
- Cultural Diversity and International Opportunities
- Green Technology Jobs (especially those that relate to the region's existing industries)

The MassINC team presented their findings to the Plan for Progress Trustees at a Trustees meeting in March of 2009. Other issues that were emphasized and discussed at that meeting and that bear consideration for future Plan for Progress involvement include:

- Latino and African-American youth in the City of Springfield encounter significant obstacles to employment, including a high drop-out rate and a very high rate of single, teenage mothers, particularly among Latinas. The city and region must pursue all options to assist these residents to obtain a high-quality education, secure good jobs, and have as many choices about their futures as possible.
- The University of Massachusetts is a key resource and is critical to Springfield's and the region's future. The university needs to make substantial efforts to pursue initiatives and programs in the city and greater Springfield area.
- Although the Knowledge Corridor is a viable, important region for marketing, employment, transportation, and other issues, MassINC cautioned the Trustees not to ignore east-west connections.

The MassINC/UMass Dartmouth study is Part One of a two-part program. The second phase will include implementation, but must secure funding.

Greater Franklin County Comprehensive Economic Development Strategy (CEDS)

The Franklin Regional Council of Governments (FRCOG) administers the Greater Franklin County Economic Development District and produces an annual CEDS report for the region. The 2012 Draft CEDS contains the required elements of the EDA-funded program and outlines a set of regional goals and objectives:

GOAL A: IMPLEMENT A COMPREHENSIVE AND INCLUSIVE REGIONAL ECONOMIC DEVELOPMENT PLANNING PROGRAM FOR THE GREATER FRANKLIN COUNTY REGION

Objective 1: Build local economic development capacity.

Objective 2: Foster regional economic development collaboration.

GOAL B: ENHANCE THE BUILT ENVIRONMENT FOR ECONOMIC DEVELOPMENT THROUGH REDEVELOPMENT AND REVITALIZATION, AND APPROPRIATE INFRASTRUCTURE DEPLOYMENT

Objective 1: Execute a regional Brownfields Program to foster the assessment, remediation and redevelopment of properties for economic use.

Objective 2: Support revitalization of downtowns and village centers to generate new economic activity.

Objective 3: Advance the use of existing industrial properties and the siting of new industrial development, as appropriate to the needs and vision of the region.

Objective 4: Encourage improvement to the regional transportation system to facilitate the safe and efficient movement of people and goods.

Objective 5: Foster the deployment of telecommunications infrastructure to enhance access to global networks and advanced broadband services.

GOAL C: ADVANCE INITIATIVES THAT STRENGTHEN AND SUPPORT THE GROWTH AND SUSTAINABILITY OF KEY INDUSTRIES AND REGIONAL INNOVATION CLUSTERS

Objective 1: Support entrepreneurship and business development through access to technical assistance, capital, and networking.

Objective 2: Enhance the workforce through education and skills training, and improving access to job opportunities.

Objective 3: Encourage access to and the expansion of markets through marketing and promotion, and cluster development.

The FRCOG works closely with the Pioneer Valley Plan for Progress and is represented among the Trustees of the Plan. Certain initiatives, such as broadband expansion, north-south commuter/passenger rail service, tourism, and others, are addressed jointly by the two organizations and efforts are coordinated to achieve the greatest results. This partnership will continue in future years.

Regional Employment Boards

Two regional employment boards serve our region. The Regional Employment Board (REB) of Hampden County has developed a Strategic Plan for 2011 – 2013, using the following methods:

- Researching existing and new workforce development programs, like cluster strategies, and funding models to identify unmet needs,
- Identifying successful initiatives, e.g., family literacy, that must be expanded,
- Conducting a REB Board retreat along with follow-up focus groups to revise the existing Plan goals and objectives,
- Defining methods to create structured career pathways along the workforce development continuum of life-long learning,

- Identifying current job vacancy rates and projected hiring needs and gathering other initial labor market data, and
- Incorporating the findings of an assessment of the REB's external and internal strengths and challenges as conducted by Western New England College professors. Twenty business, education, and community organization leaders, as well as all REB staff, were interviewed for this assessment.

Based on the REB's dedication to promote lifelong learning, included in the new Plan is a commitment to develop a continuum of strategies that address all segments of the workforce:

- The *Emerging* workforce of in-school and out-of-school, particularly Pre-K and at-risk youth aged 14-21, who are or will be the newest entrants into the workplace, and who need education, career guidance, job readiness skills, and support services.
- The *Transitional* workforce of unemployed or underemployed workers who need retraining and job search assistance to move into new jobs, including ex-offenders, and disconnected older youth.
- The *Incumbent* workforce of employed workers who need additional education and training to retain or advance in their jobs.

The Franklin Hampshire Regional Employment Board (FHREB) has prepared a Five-Year Strategic Plan for 2008-2013. The Plan assesses the region's challenges, unique workforce development strengths, policy implications, and additional strategic issues related to priority industry areas. Goals and objectives for 2008-2013 include:

- 1) Establish Comprehensive Workforce Strategies for Key Industry Sectors (Education, Healthcare, and Manufacturing, as well as Leisure/Hospitality and Retail/Sales).
- 2) Promote Awareness of and Attention to Significant Industry Trends Tied to Our Regional Identity (Agriculture and Green Industry).
- 3) Continuously Improve Effective Programs and Approaches for Key Workforce Populations.
- 4) Strengthen Board Leadership and Involvement.
- 5) Become An Increasingly Known And Valued Presence in the Business Community.
- 6) Serve as a Hub for Youth Career Readiness and Employment Connections.

Both Regional Employment Boards have prepared plans for FY12 Workforce Investment Act (WIA) funds, available on their websites. The plans incorporate key elements of their longer-term strategies and goals.

Other Plans

Numerous other plans for the region and its communities exist. Several have been generated by the Pioneer Valley Planning Commission: The Pioneer Valley Clean Energy Plan, The Regional Transportation Plan, and Valley Vision II, a regional land use plan. Individual communities also have their own master plans, which to the greatest extent possible are coordinated with Valley Vision II. Other plans include strategic plans of the region's chambers of commerce and regional non-profit organizations. Many of these planning efforts elaborate on key elements of the Plan for Progress that cannot be fully addressed in one regional economic development planning document, such as in-depth transportation planning or clean energy strategies.

PLAN FOR PROGRESS ACCOMPLISHMENTS 2011-2012 and ACTION PLAN 2012-2013



New MassMutual Wing with Davis Family Heart and Vascular Center at Baystate Medical Center, Springfield
Photo by Raphael Centeno

Strategy Updates

Strategy #1: Attract, Retain, and Grow Existing Businesses and Priority Clusters

Lead Implementer

- Economic Development Partners of the Western Massachusetts Economic Development Council

Background and Synopsis

Attracting, retaining, and growing businesses were some of the key accomplishments of the 1994 Plan for Progress. The Economic Development Council of Western Massachusetts (EDC) was created by the region's business sector to play a lead role in implementing the Pioneer Valley's economic development strategies, and in marketing the region with the input and influence of the region's largest employers.

Retention of existing industry is a cornerstone of an effective regional economic development program: generally, it requires far less effort and resources to be effective in retaining good-quality jobs than in creating new ones. The Pioneer Valley, however, has several maturing industries that are facing increased national and international competition. The cost and quality of the factors of production, including land, labor, and capital, all affect the profitability of the region's industries and, thus, their ability to remain competitive. Consequently, as the Pioneer Valley is able to expand and enhance the region's business retention program, it will be better able to hold onto businesses and jobs and to contribute positively to the region's overall prosperity.

Furthermore, as competition and the demand to "work globally" seems to increase exponentially every year, and with the emergence of a knowledge economy driven by innovation and entrepreneurship, the Plan for Progress continues to focus on building further collaboration between the region's higher education institutions and the region's businesses. The transfer of intellectual capital from the academy to the private sector will be a primary builder of the Pioneer Valley's economy in the future.

The Plan for Progress focuses also on attracting and retaining businesses in the region's urban core communities, so that all of the region's residents benefit from a growing economy.

Major Strategy Accomplishments for 2011-2012

- Baystate Medical Center's new "Hospital of the Future" was completed in early 2012. Now called the MassMutual Wing, the 640,000-square-foot facility contains the Davis Family Heart and Vascular Center and the D'Amour Family Healing Garden. The Davis Center includes six advanced procedure and operating rooms, a dedicated 20-room unit for outpatient cardiovascular procedures, 96 private in-patient rooms and 32 cardiovascular critical-care rooms. A 70,000-square-foot new emergency department is still under construction and will open in the fall of 2012. Part of the project includes unfinished shell space that will be developed as needed for facilities such as more operating rooms or an expanded children's hospital. The project cost \$269 million and created 450 construction jobs. It replaces some of the hospital's older buildings, such as the East Wing which is part of the oldest building on the Baystate campus.
- Construction of the Massachusetts Green High Performance Computing Center (MGHPCC) is well under way, with exterior work completed. The lead contractor, Turner Construction of New York, NY, is overseeing installation of transformers, HVAC systems, mechanicals, power lines, plumbing and other components necessary to operate and cool the computers. The 90,300 square-foot building's first floor will contain the power and heating and cooling systems, while the second floor will house the computers themselves. The \$168 million facility will create 13 permanent new jobs, will facilitate high-level scientific research, and is a catalyst for a new Holyoke Innovation District.

- The Holyoke Gas and Electric Department was awarded \$2.1 million from the U.S. Department of Commerce Economic Development Administration (EDA) for hydro-electric infrastructure improvements needed to support Holyoke's Innovation District and the Massachusetts Green High Performance Computing Center. With existing infrastructure, Holyoke has the capacity to add only 2.5 megawatts of new demand for electricity once the MGHPC is built. By making electrical transmission and distribution upgrades, with a total project cost of \$7.4 million, this project will expand capacity to 35 megawatts and allow for additional business development and job creation in the Innovation District.
- The Caring Health Center, a community health care provider in Springfield, received \$500,000 from the EDA for acquisition of medical and dental equipment for a new facility on Main Street in the city's South End. The \$20 million project involves the renovation of three vacant historic buildings, one of which was damaged by the June 2011 tornado, to an expanded and updated health center and pharmacy that will expand patient capacity from 16,000 per year to over 26,000. The project will create 159 permanent jobs in the health care industry. The Caring Health Center is the only community health center in the city of Springfield, and the second largest immigrant health provider in Massachusetts.
- The recipients of 2008 EDA Public Works funds, the City of Northampton and MassDevelopment, have continued to make progress in the implementation of the Village Hill Northampton Business Park. The city's biggest employer, L-3 KEO (formerly Kollmorgen Electro-Optical), has expanded and moved to the new site, retaining the previously existing 330 jobs and gaining 30 high-skill, high-paying jobs in engineering and assembly of sophisticated optical equipment, including submarine periscopes. Another 150,000 square feet of commercial and industrial space (including a proposed assisted living complex) is still available for development. On the residential side, 150 housing units have been built, half of the full build-out plan. The units include apartments, townhouses, and single-family homes at both affordable and market rates.
- Westmass Area Development Corporation has made significant progress in the redevelopment of the 140-year-old Ludlow Manufacturing Associates complex. The purchase of the property was finalized, for about \$7 million, and the town of Ludlow has received \$3.7 million in state funds to rebuild State Street in front of the complex with new utilities, including a high-pressure natural gas line. HealthSouth Rehabilitation Hospital of Western Massachusetts has state Department of Public Health approval to build a new \$25 million, 53-bed rehabilitation hospital on the property, replacing their facilities in the Ludlow Hospital nearby. Also, WinnDevelopment, which has successfully completed 17 mill redevelopment projects around the state, has announced plans to create 83 senior independent-living apartments in one of the Ludlow Mill buildings. Construction of both projects will begin in late 2012, and facilities will open in 2013.

- The EDC commissioned CWS Consulting Group to assess ten regional industry sectors for growth and investment potential, resulting in the “Economic Development and Business Attraction Planning” report. CWS used the western Massachusetts section of a 2008 statewide study by Moran Stahl & Boyer commissioned by the Massachusetts Alliance for Economic Development (“MassEcon”) as a starting point and assessed changes and opportunities that have arisen since then. As part of the EDC’s Homefield Advantage program, the study addressed the region’s competitiveness against a regional peer group and improved understanding of the sectors. The study indicated that the region has significant competitive advantages in the medical device, photonics, plastics, specialized manufacturing and logistics industries and recommended these as top priorities. It also identified strengths in the aerospace/defense and financial service industries. It recommended an “opportunistic” approach to the life science industry given the region’s proximity to the Boston/Cambridge “Super Cluster”. The complete study can be found at <http://www.westernmassedc.com/cwsreport/>.
- Over the past year, the EDC hosted a series of presentations focused on opportunities for manufacturing clusters identified as having growth potential for the region, based on the CWS study described above. With the support of Western Massachusetts Electric Company, the series included sessions focused on photonics, plastics, medical devices, specialized manufacturing and aerospace/defense.
- The EDC continued to work with the Associated Industries of Massachusetts (AIM) on the BuyMass program that connects small and medium-sized local firms with large OEMs (Original Equipment Manufacturers) in the state. The EDC is tasked with identifying and inviting firms from western Massachusetts to apply for inclusion in the program. Raytheon sent a team of purchasing executives to Springfield in the spring of 2011, and local firm Mestek met with Pioneer Valley area suppliers in the fall of 2011.
- Working with the Holyoke Innovation District Task Force and a consultant team, the John Adams Innovation Institute of the Massachusetts Technology Collaborative completed the “Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region.” The strategy is an action-oriented agenda to leverage the resources, assets, and processes that had already been mobilized to bring the GHPCC to Holyoke, in order to catalyze broader innovation-based economic opportunities in the city and region. The plan includes eight key strategies, which have been adopted by the Plan for Progress Coordinating Council as part of the Plan for Progress and are discussed in greater detail at the end of this section, along with a number of accomplishments that have already been completed.

- Four western Massachusetts projects were approved by the state's Economic Assistance Coordinating Council (EACC) for participation in the Economic Development Incentive Program (EDIP), the Commonwealth's investment tax credit program for businesses. Three manufacturing companies, Sealed Air Corporation in Holyoke, Poplar Hill Machine in Conway, and Rodney Hunt Company in Orange received investment tax credits for expansion projects that will create new jobs. The FW Webb Company, a plumbing and heating distributor based in Springfield, will be constructing a new building in the Smith & Wesson Industrial Park and has received a Tax Increment Financing Award (TIF) from the City of Springfield. In addition, Elms College received approval as an Economic Opportunity Area, which will be part of their New Market Tax Credit application for their new science building.
- In the fall of 2011, officials from Gulfstream Aerospace, a division of General Dynamics, announced that they had chosen Barnes Municipal Airport in Westfield as the site for a \$23 million maintenance facility for their new ultra long-range G650 corporate jet. The new facility will add 100 full-time jobs. In the spring of 2012, Northeast Helicopters Flight Services, the country's oldest helicopter pilot training academy, announced plans to relocate to Barnes, as well. The flight school is currently located at Ellington Airport in Connecticut and will construct a new school building at Barnes, bringing its program and 16 employees to the area in late 2012.
- A Western Massachusetts digital games conference, "Digital Games: Playing in the Valley," was jointly organized by Mass DiGI and the Western Mass Economic Development Council and hosted by Hampshire College President Jonathan Lash in March 2012. The conference drew more than 200 participants discussing digital games, economic development, education and entrepreneurship. An open house at Hitpoint Studios was held after the conference. Planning is now underway for a MIT Digital Games Special Interest Group at Microsoft's NERD headquarters in Cambridge with a special focus on the nascent Pioneer Valley digital games industry cluster.

Strategy Goals for 2012-2013

- MassDevelopment and the City of Northampton will continue to market the commercial and industrial properties and implement the remainder of the housing plan at Village Hill.
- The "Opportunity Leads" for each of the eight Innovation-Based Economic Development Strategies for Holyoke and the Region will continue to accomplish short and long-term objectives as outlined in the plan.
- Construction and development of the MGHPCC will continue, with computers to be installed beginning in early 2013.
- The EDC of Western Massachusetts will continue to work with the Associated Industries of Massachusetts and the state to expand the BuyMass initiative.

Strategy #2: Promote Small Businesses and Generate Flexible Risk Capital

Lead Implementers

- Western Massachusetts Small Business Development Center
- Common Capital (formerly Western Massachusetts Enterprise Fund)
- Affiliated Chambers of Commerce of Greater Springfield (ACCGS)
- University of Massachusetts Family Business Center
- Chambers of Commerce from Hampshire and Franklin Counties

Background and Synopsis

While preparing a study of the Pioneer Valley's major employers in 2003, the Pioneer Valley Planning Commission found that 85 percent of all employers in the region have 20 or fewer employees. By 2008, this figure had increased to 88 percent. In a region once renowned for its large mills and factories, the emergence of an economy characterized by small businesses is noteworthy. It means that efforts to retain or recruit large businesses to the region cannot be our only approach if the region is to remain economically strong. Small businesses also need to be recruited, supported, and nurtured so that they grow in total revenues and employment.

The Massachusetts Small Business Development Center Network (MSBDC), part of the University of Massachusetts, has for more than 25 years serviced the small business community with counseling, management training, and information and referral. Its professional staff has counseled thousands of clients throughout the four counties of western Massachusetts, often working through and with chambers of commerce that are increasingly recognized as the backbone of our regional economy. Collaboration between MSBDC, the chambers, and municipal economic development offices will continue to nurture the entrepreneurial community, as will programs such as the Business Incubator at the Scibelli Enterprise Center at Springfield Technical Community College (STCC) and STCC's youth entrepreneurship program.

In addition, the HIDDEN-TECH network brings together a growing group of individuals using technology to run small businesses out of their homes and private offices. As these businesses not captured in traditional economic data are networked and supported, some will emerge as significant employers.

Major Strategy Accomplishments for 2011-12

- The Western Massachusetts Enterprise Fund, Inc. (WMEF) changed its name to Common Capital and expanded its mission, programs and services. In addition to providing small business microloans, Common Capital now has funds available for operating capital and is seeking loan applications from community projects, nonprofits and larger employers. Common Capital has increased its capital base through a variety of sources and is now providing expanded business advisory services to help match high-impact projects to available capital and facilitate its use for maximum community impact.
- Common Capital closed 21 loans with an average loan size of \$53,000 in FY11. Common Capital has now exceeded \$10.7 million in total loans made since its founding in 1990. The 21 loans disbursed in FY11 totaled \$1,113,788 and benefited businesses throughout Franklin, Hampshire, Hampden and Berkshire counties.
- Common Capital received \$2 million in grants this year through the U.S. Department of the Treasury's Community Development Financial Institution Fund (CDFI Fund) including \$500,000 from the Healthy Food Finance Initiative (HFFI). As part of First Lady Michelle Obama's Let's Move! initiative, the United States Department of Agriculture (USDA), Health and Human Services (HHS), and the U.S. Department of the Treasury made over \$400 million in grants, loans and tax credits available to be invested in communities that typically lack access to nutritious food. After a competitive application process WMEF was awarded these funds to work collaboratively with local community organizations and small businesses to increase healthy food options in these areas.
- In FY11, the Western Regional Office of the Massachusetts Small Business Development Center Network met with 581 clients to provide close to 2,500 hours of business advisory services and offered 27 management training programs, attended by 430 trainees, throughout the Pioneer Valley. They also assisted in securing \$2,587,700 in financing to businesses based in the Valley. This allowed for the creation of 47 new jobs and the retention of another 152 jobs.
- The Scibelli Enterprise Center (SEC) at Springfield Technical Community College is currently at 96 percent occupancy with all but one of its 27 office suites occupied. There are now 80 people working in the building plus five student interns. Among the tenants are Barkley Logistics, a company that arranges for the transfer of time-sensitive freight; Sanitas Solutions, a technology partner focused specifically on helping individual physicians and practice groups make the transition to electronic medical records; the MassGreen Initiative, an agency that develops clean-energy training programs for the Commonwealth's community colleges; and Square One, a child-care provider and early education organization that lost its building on Main Street to the June 1 tornado. In all, there are twenty-four companies and organizations residing in the SEC. Seven of those companies are also clients of the SEC Business Incubator.

- The Scibelli Enterprise Center conducted a financial sustainability evaluation effort which fed into its strategic planning effort this year. Consultant Jim Robbins, partner in Business Cluster Development and a noted expert on business incubators and innovation clusters, was brought in to assist. Robbins recommended the facility diversify its revenue streams, take a more regional approach to marketing, significantly increase the number of incubator tenants, and provide services outside the walls of the SEC to make it more of a regional resource. He also encouraged enhanced partnerships with regional organizations and Knowledge Corridor academic institutions. A strategic planning charrette was held convening these partners to realize a vision for a new regional innovation development center.
- The SEC Business Incubator continued to hold its series of monthly open houses this year, focusing on the value of the SEC and business incubation. Attendees learned about how the Enterprise Center, via its anchor tenants and network of professional mentors, provides services and workshops for the new or established entrepreneur, training for the new economy, mentoring, access to the MSBDC, SCORE and NEBA BCC, meeting space, connections to other regional resources, and access to a community of like-minded entrepreneurs. The SEC also hosted seven SEC Community Lunches to bring together the tenants for a peer learning experience and organized four SEC Business Incubator CEO Roundtables.
- The SEC became a founding member of ACTION, the Association of Cleantech Incubators of New England. The SEC was also the MA connector node for the regionally awarded i6 Challenge grant creating the Cleantech Innovations New England program. This designation will bring exposure and opportunity to Western Mass cleantech companies. As a cleantech incubator, the SEC hosted the Northeast Cleantech Open Accelerator and Competition information session.
- The SEC, through itself and its anchor tenants, hosted numerous workshops and events including “How to Write a Business Plan,” “Cash Flow Analysis,” and “Marketing with Google.” It also partnered with the Governor’s Office and MA Latino Chamber of Commerce to host “Compliance Made Simple,” a workshop for business owners and offered in both English and Spanish. The SEC also hosted the Deshpande Foundation to discuss alternative approaches to encouraging entrepreneurship in urban environments.
- The Wellspring Initiative, a collaboration of the UMass Amherst Center for Public Policy and Administration and Partners for a Healthier Community in Springfield, has received \$200,000 from the Robert Wood Johnson Foundation, matched with local funds, to plan and begin implementation of the project. The new initiative aims to create entry-level jobs and improve living conditions in several Springfield neighborhoods. Wellspring will use the funding to create a worker-owned company and to establish the infrastructure for a network of additional companies with a cooperative organizational structure. Wellspring is currently conducting market research into the type of cooperative businesses that would be most likely to succeed in Springfield.

Strategy Goals for 2012-13

- Common Capital will research models for providing business advisory services in Western Massachusetts that address the needs of growth-oriented businesses including continuous innovation, market research, commercialization, management training, and capacity building. Successful programs and services will be researched along with outreach to growth oriented businesses in the region to learn more about their specific needs by industry sector with the goal of creating a program of advisory services in collaboration with economic development partners and technical assistance consultants in the region.
- The Small Business Strategy Team will plan and hold an event bringing together providers of business services in the region, as well as representatives from businesses at varying stages of growth and development. The event will provide an opportunity for those serving small businesses to learn about one another, expand their referral networks, and learn about current needs and opportunities for small businesses in western Massachusetts.

Strategy #3: Advocate Efficient Regulatory Processes at all Levels of Government

Lead Implementers

- Pioneer Valley Planning Commission
- Westmass Area Development Corporation (EDC Affiliate)

Background and Synopsis

Community and regional planning is a thoughtful, rational process, characterized by public participation, open dialogue, fact-finding, and adherence to rules and regulations. At times, however, permitting processes and the regulatory environment can stall worthwhile projects.

Development is guided through various boards and regulatory agencies, helping us to prevent unplanned or unsustainable development, to channel dollars and energy into our core cities, and to lead the charge for a progressive and diverse economic base. However, good projects can sometimes struggle to successfully navigate municipal, state, and federal regulations and processes.

Streamlining the regulatory permitting process can simultaneously meet our planning goals and the needs of the development community. We will craft a fresh vision that stresses public participation and discourse, with effective information sharing and technology-based municipal management initiatives. Development that results in an innovative and competitive region begins with an efficient regulatory process.

Major Strategy Accomplishments for 2011-12

- The Pioneer Valley Planning Commission (PVPC) continued to promote streamlined permitting, through updated zoning bylaws, and focusing growth in priority development areas.

Strategy Goals for 2012-13

- The PVPC will continue to work with local communities to assist with identification of priority development sites and streamlined permitting procedures.

Strategy #4: Integrate Workforce Development and Business Priorities

Lead Implementer

- Plan for Progress Workforce Development Strategy Team

Background and Synopsis

The Pioneer Valley has a diversified regional economy with a strong base of businesses in health care, education, tourism and retail, and manufacturing. Several industries are considered growth sectors such as medical devices, precision machining and communications and information technology. In addition, over the years, several emerging industry sectors have been identified as sources of potential growth, including but not limited to life sciences and green industry. In order to maintain and grow the businesses in this base as well as those in the emerging industries it is imperative that the workforce development system and the higher education system, especially the area community colleges, work as a unit to target the workforce needs of those sectors while providing the most effective education, training and workplace readiness programs that will help individuals not only secure employment in these industry sectors but to also have a clearly defined career path in their chosen occupation.

However, the workforce situation in the region presents a paradox. Local businesses, in dominant sectors and key emerging growth areas, are seeking qualified entry level workers while at the same time seeking advanced training for incumbent workers in areas which can create new niche market opportunities and competitive advantages. Concurrently, there are high levels of unemployment and many individuals who need basic education, language skills and work readiness support.

Major Strategy Accomplishments for 2011-2012

- The Regional Employment Board of Hampden County, Inc., in partnership with the Western Massachusetts Chapter of the National Tooling and Machining Association (WMNTMA) and other industry leaders, regional educational institutions and economic development entities, received funding from the John Adams Innovation Institute to implement the Precision Manufacturing Regional Alliance Project (PMRAP)/2.0. This second phase of the successful PMRAP program began in the fall of 2011 and will develop and implement a program to identify the new technology skills needed by the region's precision manufacturing industry; implement programs and activities that will enhance the education/training infrastructure; strengthen the technical skills of the incumbent workforce; and ensure the development of a sustainable talent pipeline.

- Holyoke Community College (HCC) and Springfield Technical Community College (STCC) combined resources to establish Training and Workforce Options, or “TWO,” to offer specialized training suited to individual companies’ needs. The program, working in partnership with the Regional Employment Board (REB) of Hampden County, provides customized training to incumbent workers, such as customer service, sales, technology, social networking and marketing. Fields of work can include health care, precision machining, hospitality, technology and other areas.
- Roca, a successful youth intervention and work training program from eastern Massachusetts, opened a Springfield-based program, in collaboration with the Hampden County Sheriff’s Department. The program provides vocational and work-readiness training to young men ages 17-24 who are unemployed and have very difficult or criminal backgrounds. The program currently has about 70 young men in work crews that have done renovation work on the Forest Park Middle School and painting at the Springfield Housing Authority, among other jobs.
- The Pioneer Valley Science, Technology, Engineering and Mathematics Network (PV STEMNET) has developed a five-year strategic plan, addressing goals that mirror those of the statewide plan for excellence in STEM education. The plan is based on cooperation among the Pre-K-12, higher education, business, nonprofit, and government communities. Goals include specific objectives for increasing student interest in STEM, increasing STEM achievement among Pre-K-12 students, increasing the number of available STEM classes, and improving high school graduation rates.
- PVSTEMNET is currently developing an online searchable database of regional resources and needs. Data will include demographics, MCAS scores, graduation rates, college attendance plans, and STEM interest. Regional resources will address career fairs, tours, internships, externships, mini-grants, mentoring, and innovative programs. Links to career information for students, parents and guidance counselors will be available.
- Knowledge Corridor regional employment boards received a \$4.9 million federal grant to train nurses and other health workers as hospitals evolve and demand for services increases. The U.S. Department of Labor gave the grant jointly to the Capital Workforce Partners in Hartford, Connecticut and the Regional Employment Board of Hampden County in Springfield, Massachusetts, to develop a training program for nurses, medical coders and technical positions. The health care training grant will facilitate occupational training and on-the-job training through five colleges and universities and seven hospitals in Connecticut and Massachusetts, partnership officials said. The training will be for 100 registered nurses, 50 medical coders and 20 health IT professionals. It is targeted for unemployed people with an associates or bachelors degree who lack experience or credentials in the health care industry.

Strategy Goals for 2012-13

- The Workforce Strategy Team and Advisory Board will seek and retain a consultant to assist in developing the Regional Workforce Plan for the Knowledge Corridor under the Sustainable Knowledge Corridor grant from HUD.

- PV STEMNET will complete its online searchable database providing information and links for students, guidance counselors, and employers.

Strategy #5a: Advance and Enrich Early Education at State and Regional Levels

Lead Implementer

- Cherish Every Child, a program of the Irene E. and George A. Davis Foundation

Background and Synopsis

Research indicates that students who get an early start in a classroom environment are likely to do better academically throughout school. A public investment in early childhood education can produce significant economic returns. The challenge before us, then, is to enhance early education programs that provide graduates with a strong foundation on which to build successful careers within the New Economy workforce of the Pioneer Valley.

Major Strategy Accomplishments for 2011-2012

- The Davis Foundation continues to implement its Cherish Every Child program, **Read! Reading Success by 4th Grade**. The project engages families, schools and communities in creating a culture of literacy by making reading, talking, storytelling and singing to children a part of every family's day. The goal of the project is to have 80% of Springfield's third graders reading proficiently by the year 2016 (the current level is around 40%).
- The Funder Collaborative for Reading Success was initiated by the SIS Fund at the Community Foundation of Western Massachusetts with leadership by the Irene E. & George A. Davis Foundation, and also includes representation from the Berkshire Bank Foundation, the Beveridge Family Foundation, MassMutual Financial Group, People's United Bank, TD Bank Foundation, and the United Way of the Pioneer Valley. In the fall of 2011, collaborative members announced that they have raised almost \$1 million, two-thirds of the \$1.5 million goal they have undertaken. Resources raised by the Funder Collaborative will be used to support early literacy programming including **Read! Reading Success by 4th Grade**.
- Year one of the early literacy initiative "Talk/Read/Succeed!" was completed, with the help of a \$390,000 W. K. Kellogg Foundation grant targeting 200 families in Springfield Housing Authority communities. Guided by two full-time staff people, families and children at the two developments receive services including workshops on improving communication, English-as-a-Second Language, GED preparation, and managing stress. By the spring of 2012, over 80% of eligible families in the two housing communities had met with an outreach coordinator, and three parenting education series have been developed and initiated.

- During the summer of 2011, the Springfield Education Association and the Hasbro Summer Learning Initiative teamed up to create a five-week summer school that provided literacy enrichment and a kindergarten preparation for the incoming class of 5-year-olds in the “Talk/Read/Succeed!” program. Among the 22 participating children at the Boland School summer program, eight jumped an entire reading level, and six jumped two levels. The rest gained either part of a year, or remained level, during a time of year when most children lose reading skills. At Dorman School, 19 of the 26 participating children jumped one reading level, and three gained two levels.
- The Department of Early Education and Care and the Springfield Public Schools completed the first year of a collaborative partnership which will align the work of the early childhood education community and the public schools to improve educational outcomes for children. The Professional Learning Community project began with private early childhood centers collaborating with three Springfield public schools to learn about each other’s culture and share best practices and professional development. The teachers observed each others’ classrooms and held combined professional development workshops.
- A program designed to make free books available to young children and their families as part of the **Read!** initiative was continued. “Book It” makes gently used children’s books available at no cost to children through easily accessible bookshelves in public locations. Locations include the YWCA, Square One centers, Hampden County Family and Probate Court and HAP Housing on Main Street.
- The state of Massachusetts was one of nine states awarded a \$50 million federal grant over four years as part of the Race to the Top Early Learning Challenge. The grant money will be used to fund initiatives that previously lacked resources.
- The Regional Employment Board of Hampden County completed work on a \$500,000 grant from the Commonwealth Corporation (Department of Labor and Workforce) for the Developing Early Childhood Educators (DECE) program. The REB worked with four local early education employers and 10 local educational or training institutions to provide credentials or degrees to 227 educators, including incumbent (197) and new hired (30) in the early childhood industry. Five participants obtained a Bachelor’s degree, and nine obtained an Associate degree. The majority of participants obtained credentials or certificates as day care administrators, lead teachers, teachers, and child development associates.
- As a result of the Developing Early Childhood Educators program, a number of partnerships and initiatives were established at local schools and agencies to establish a better quality and more substantial pipeline of early childhood educators. Putnam High School created a vocational program in Early Childhood Education; Springfield College and Cambridge College established bachelor’s degree programs in the field; and STCC and HCC will award credits toward an Associate degree to those who complete Child Development Associate programs.

Strategy Goals for 2012-2013

- Cherish Every Child will continue to implement the public engagement campaign for the goal of the Reading Success by Fourth Grade: Blueprint for Springfield. By 2016, 80 percent of Springfield's children will read proficiently as measured by the third grade English Language Arts MCAS.
- Cherish Every Child will continue to advocate for maintaining and even increasing legislative funding for high quality early childhood education and broader access for children to high quality educational experiences so that they reach kindergarten ready to learn.
- Advocate for continued support of the DECE program by the Commonwealth Corporation.

Strategy #5b: Improve and Enrich K to 12 Education

Lead Implementers

- Urban: Urban Core Schools, Step-up Springfield, and ENLACE School Partnership in Holyoke
- Suburban/Rural: K-12 Strategy Team of Plan for Progress

Background and Synopsis

A world-class public school system is the foundation of a competitive, knowledge-based economy. To encourage and aid the Pioneer Valley in its move toward this New Economy – one in which knowledge and technology are the primary wealth-creating assets of our community – improving kindergarten to 12th-grade education is perhaps our most important and farsighted economic development strategy.

Major Strategy Accomplishments for 2011-2012

- The Springfield Collaboration for Change, a partnership between the Springfield Education Association, Springfield Public Schools, and community organizations including United Way of Pioneer Valley, Davis Foundation, and Pioneer Valley Project, continued implementation of its Closing the Achievement Gaps Initiative, which was awarded \$1.25 million from the NEA Foundation in 2010. The second year of the partnership focused on professional development, parent engagement, and collaboration in six Springfield public schools, including holding more parent-teacher conferences and home visits with all students. The program is raising academic achievement for all students while reducing achievement gaps among Latino/Hispanic, African American and low income students.
- In March 2011, eight schools in Springfield were awarded federal funding to implement school redesign plans over the next three years aimed at dramatically improving student performance and closing achievement gaps. The competitive grant awards were the second round of support from the federal School Redesign Grant Program through the Massachusetts Department of Elementary and Secondary Education (DESE) designated to spur strong improvement efforts in the Commonwealth's most struggling schools. The programs began in July 2011.

Strategy Goals for 2012-2013

- The Suburban/Rural component of the K-12 Strategy remains ready for a comprehensive overhaul and reinvigoration. This will begin with updating the strategy team membership and developing a new set of short- and long-term goals.

Strategy #6: Support Higher Education and Retain Graduates

Lead Implementers

- Pioneer Valley Planning Commission
- InternHere.Com Organization

Background and Synopsis

According to some estimates, 85 percent of all jobs in the United States require some form of education beyond high school. This is the reality of the “knowledge economy.” If innovation and creativity are the engine of this economy, higher education is the vehicle. Happily, our region already has significant assets with which to prepare our workforce. Over 14,000 students graduate each year from the area’s colleges and universities. The Plan for Progress calls for continued strengthening of our region’s higher education institutions, fostering of greater connections between these public and private institutions and the private sector, and retaining the graduates of those institutions within the region’s workforce.

Major Strategy Accomplishments for 2011-2012

- As part of the graduate retention program, the Hartford-Springfield Economic Partnership has continued to operate InternHere.com, a web-based system that connects employers with prospective interns enrolled in the region’s higher education institutions. Companies can list internship opportunities in a broad range of fields from marketing and finance to engineering and the arts. The website was updated in October 2011 and now includes opportunities for high school students. Since the original launch in 2005, over 17,125 students, representing nearly 400 different colleges and universities, have submitted profiles, and 1,600 employers have registered. The Western MA EDC is represented on the Internhere.com Board of Directors and has continued to help increase participation by western Massachusetts companies.
- The higher education institutions in the Pioneer Valley have collaborated to discuss and evaluate the educational opportunities afforded by the High Performance Computing Center being constructed in Holyoke. As a member of the university consortium that is building the project, UMass Amherst has taken the lead in convening educators at both high school and college levels to discuss partnerships and future projects. (See Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region, after Strategy #14)

Strategy Goals for 2012-2013

- The Western Massachusetts EDC will support the formation of a senior leadership team for talent and education assets, including all institutions of higher education in the Pioneer Valley.

- The community colleges GCC, STCC, and HCC will collaborate with the Regional Employment Boards to develop a regional workforce strategy.
- The Hartford-Springfield Partnership will continue to improve and expand InternHere.com, the website program linking employers to potential interns who are area students.

Strategy #7: Recruit and Train a New Generation of Regional Leaders

Lead Implementers

- Leadership Pioneer Valley Steering Committee

Background and Synopsis

Baby boomers, in the generation that has led the Pioneer Valley for nearly two decades, are preparing for retirement, and there are fewer people in the generation succeeding them. The Plan for Progress aims to create and support initiatives that recruit and develop a new generation of leaders for the region.

The initial Plan for Progress strategy team is now known as the Leadership Pioneer Valley Steering Committee and has developed a 21st-century Leadership Pioneer Valley (LPV) program that will serve the 69 communities and nearly 700,000 residents which comprise Hampden, Hampshire and Franklin counties in western Massachusetts.

Major Strategy Accomplishments for 2011-2012

- In the fall of 2011, Leadership Pioneer Valley, a comprehensive, advanced regional leadership program, was launched. The program's mission is to identify, develop, and connect diverse leaders to strengthen the Pioneer Valley. The nine-month curriculum challenges and engages emerging and existing leaders from all sectors of the community—corporate, government, small business, non-profit, and academic—for the benefit of the Pioneer Valley region. During the program, participants examine critical issues affecting the Pioneer Valley, learn about the region's numerous and diverse communities, and expand their leadership skills while gaining connections, greater commitment to community stewardship, and cultural competency.
- On June 8, 2012, the inaugural class of 41 Leadership Pioneer Valley participants graduated, having completed a year-long program that included a two-day retreat, four day-long "challenge" seminars, four in-depth field experiences, and six individual team projects. The retreat held in October 2011 focused on self-assessment of leadership skills, an introduction to the region, and selection of team projects. The challenge days were focused on leadership skills and values such as community stewardship; ethics and accountability; cultural competency; and transforming conflict. Field experiences were held in locations around the region to introduce participants to local leaders, the diversity of the Valley, and each area's challenges, assets, and potential. Issues such as education, cultural diversity, sustainability, transportation, and the regional economy were addressed via specific local projects and initiatives.

- Six LPV team projects based on Plan for Progress goals and further developed by participants addressed: expanding education and workforce training partnerships; retaining young people in the region; bridging racial divides; supporting entrepreneurship and small businesses; reducing youth violence; and empowering citizens to engage with local and state government. Prior to the commencement on June 8th, each team presented its project, accomplishments and recommendations.
- A Leadership Pioneer Valley Alumni Association was formed that will connect graduates of the program, develop additional programming and events, and mentor new participants and graduates.
- LPV began to solicit applications for participation in Year Two of the program.

Strategy Goals for 2012-2013

- The second year of the program will begin in September 2012 and will be completed in June 2013, with an estimated 45 graduates.
- Three of the inaugural class graduates will serve on the LPV Steering Committee, and additional alumni will serve on marketing, fundraising, curriculum, and enrollment subcommittees.
- The LPV Alumni Association will be active and holding events throughout the year.

Strategy #8: Market our Region

Lead Implementers

- Economic Development Council (EDC) of Western Massachusetts
- Chambers of Commerce
- Hartford-Springfield Economic Partnership

Background and Synopsis

Our marketing efforts are targeted at potential tourists as well as businesses outside and within our region that are considering moving to or remaining in the Pioneer Valley. Tourism is one of the Pioneer Valley's key export industries, bringing substantial dollars, earned elsewhere, into the region's economy. The Pioneer Valley has an extraordinarily diverse array of tourist attractions, events, and destinations that draw people to visit the region to enjoy its cultural, historical, and recreational assets. The Pioneer Valley and western Massachusetts draws 13 percent of the state's tourism (including Berkshire and Franklin counties) and ranks third, just behind Boston and Cape Cod, as a tourist destination. The economic impact of tourism and regional promotion is felt throughout the state and in the Pioneer Valley through support to local businesses and attractions, sales tax, and property taxes on vacation homes.

Other marketing efforts are aimed at businesses seeking new or additional sites in the Northeast or comparing various sites across the country. These include many international companies, as well. We are engaged in ongoing outreach at trade shows, conferences, and other venues to talk to businesses about the advantages of locating in the Pioneer Valley.

We also need to enhance and expand the internal and external image of the region and its urban core communities of Springfield, Holyoke and Chicopee by conducting ongoing regional identity-building efforts, including publicizing local success stories and releasing relevant research on business and demographic trends that portray an accurate picture of our cities' quality of life, public services, and economic health.

Major Strategy Accomplishments for 2011-2012

- The EDC of Western Massachusetts has continued its partnership with Team New England (primarily supported by Northeast Utilities) to host regional firms at industry trade shows. In early 2012, four western Mass firms – Hoppe Technologies, Peerless Precision, Pittsfield Plastics and Cavallero Plastics -- joined Northeast Utilities and EDC representatives at the west coast Medical Design and Manufacturing (MD&M) show, the largest of the many MD&M shows around the U.S. At least a dozen other firms from the region exhibited there, in addition to national or multinational firms with a regional presence like Covidien, Bayer, UPG and Pelican. The EDC and NU provided logistics, marketing and hospitality support for western Massachusetts firms attending the show. EDC and NU representatives also attended the east coast MD&M show, held in Philadelphia.

- The EDC worked with partners from statewide agencies to organize pavilions at several international shows, including Medica, the world's premier global medical device conference held annually in Düsseldorf, Germany. The EDC also represented the region as part of a New England Knowledge Corridor sponsorship of a Dutch medical device regulatory affairs conference two days before Medica. The EDC's goal is to identify and talk to corporate executives from firms that are interested in U.S. investment, partnerships and/or supply chain, especially in the northeast. EDC representatives met with regional and national economic development and trade and investment agencies with industry sector profiles similar to western Massachusetts.
- The EDC hosted a delegation from the Seine et Marne region of France, east of Paris, in October 2011. The delegation spent a week in North America and included a day in western Massachusetts, in addition to stops in Boston/Cambridge and Montreal. The mission was organized by Hubtech 21, a company based in Paris with a U.S. office in Cambridge that assists European companies that want to enter the U.S. market. The EDC works with Hubtech 21 and similar organizations to identify international regions and clusters (which are formal entities in Europe) that match up with the industry sectors in our region.
- "State Collaboration and Our Region's Future," The Hartford-Springfield Economic Partnership 2012 "State of the Region" Conference was held on June 5, 2012. Conference highlights included addresses by Gregory Bialecki, Secretary of the Massachusetts Executive Office of Housing and Economic Development, and Catherine Smith, Commissioner of the Connecticut Department of Economic and Community Development.
- The Three-County Fairgrounds in Northampton completed Phase I of a three-phase expansion and upgrade in July of 2011, with three new 100-stall horse barns replacing old, dilapidated barns. As a result, the American Morgan Horse Association has signed a multi-year contract with the fairgrounds for its New England competitions, instead of renewing one year at a time.

Strategy Goals for 2012-2013

- The HSEP, EDC, GSCVB and Chambers will continue their ongoing efforts to revive the Northwest Airlines direct flight to Amsterdam from Bradley International Airport in Windsor Locks, Connecticut.
- The Three-County Fairgrounds will seek funding for Phase II of the renovation and expansion project.

Strategy #9: Revitalize the Connecticut River

Lead Implementers

- Connecticut River Clean-Up Committee
- Pioneer Valley Planning Commission
- Franklin Regional Council of Governments

Background and Synopsis

This strategy is the region's master plan to achieve a revitalized Connecticut River through four categories of recommended action: water quality cleanup, recreation and public access, land use/environmental quality, and economic development. The strategy emphasizes that successful efforts to revitalize the Connecticut River will significantly benefit the region from the direct and positive economic impacts derived from desirable riverfront areas, new amenities such as the Connecticut River Walk and Bikeway, and tourism. In addition, this strategy recognizes that the region's quality of life—especially in its most populous urban core area—will be boosted by long-term efforts to meet federally mandated Class B water standards (i.e., fishable/swimmable water quality) from the Holyoke Dam south to the Massachusetts-Connecticut state line and continuing on to the confluence with Long Island Sound.

Implementation of this strategy is being advanced through a wide array of water quality improvements as well as riverfront-related projects, several of which have made significant progress. In addition, strategy progress continues to be bolstered by 1998 federal government decision to designate the Connecticut River as one of only 14 American Heritage Rivers in the nation. This special honor is one that both the region and this strategy continue to leverage to full advantage. Ideally, implementation of this strategy over a 15- to 20-year time frame will contribute long-term benefits to the region's economy and will ultimately lead to a clean river for the health and enjoyment of current and future generations. Finally, this strategy complements and supports the ongoing revitalization efforts being pursued in the urban core cities of Springfield, Chicopee, and Holyoke.

Major Strategy Accomplishments for 2011-2012

- The PVPC continued its third year of work on the \$1.34 million EPA Targeted Watersheds grant for the tri-state Connecticut River Watershed Initiative. The grant includes 10 major projects. Work this year has included:
 - Continuing the third year of a volunteer water quality sampling program for bacteria pollution in the river and establishing a website to report results
 - Working with Westfield to adopt plans for a stormwater utility
 - Installing a green roof at the Holyoke River Access Center
 - Working with property owners in South Hadley and Holyoke to disconnect roof downspouts and sump pumps from sewer systems
 - Developing toolkit of Smart Growth strategies for public water supply protection

- Constructing best management practices for agricultural runoff and the UMass Farm
- The PVPC continued work on a NOAA federal grant funded project to develop a blueprint for creating a Lower Connecticut River Joint Commission for Massachusetts and Connecticut, to create a small grants program and to establish a Web-based riverfront recreation access mapping system.
- The PVPC continued the “Think Blue” public education campaign about stormwater pollution in the 11 towns and cities participating in the Connecticut River Stormwater Committee. A grant was obtained to develop organic land care program demonstration projects at municipal parks in five area towns and cities.
- PVPC continued a fourth year of *E. coli* bacteria monitoring along the main stem of the Connecticut River at recreational access locations under a DEP ARRA grant. Bacteria monitoring and source tracking was also performed on 10 major tributaries to the Connecticut River.

Strategy Goals for 2012-2013

- The PVPC will complete the draft Green Infrastructure/Clean Water Plan for the HUD Sustainable Knowledge Corridor project.
- The PVPC will continue to seek funding for watershed and water quality programs.

Strategy #10: Enhance High-Tech and Conventional Infrastructure

Lead Implementers

- Economic Development Council Infrastructure Committee
- WesternMA Connect
- Pioneer Valley Planning Commission
- Franklin Regional Council of Governments

Background and Synopsis

Enhancing all forms of infrastructure – from our roads, buses, sewer lines, and energy services to commercial space, broadband Internet, and cellular technology – will have a far-reaching impact on the quality of life for our residents and on the economic health of our businesses. The Plan for Progress has placed a strong emphasis on improving rail infrastructure in the Pioneer Valley, with connections both north-south and east-west. Improved access along the north-south Knowledge Corridor is the first priority for the region, and efforts will be focused to work with Connecticut toward upgraded Amtrak rail service and potentially future commuter rail service from New Haven to Springfield and ultimately to the Vermont line.

High-technology infrastructure has become an increasingly critical component of a competitive economy and livable region. Like roads and bridges, telecommunications and technology services provide links between the Pioneer Valley and nearby regions, and between our remotest rural communities and our urban centers. Sections of Springfield boast an extraordinary telecommunications infrastructure, which the region has used and continues to use to market western Massachusetts as an advanced telecommunications and information technology hub. The Economic Development Council of Western Massachusetts uses this asset to retain and recruit technology-intensive businesses and institutions and to help further their competitiveness through the strategic application of telecommunications resources. These resources are well suited to businesses and institutions that rely heavily on back office or toll-free telephone marketing operations, such as banks, brokerage firms, insurance companies, mail-order companies, and related software and hardware firms.

However, at the same time, other nearby urban areas as well as many rural communities do not have access to advanced telecommunications services, or have access at an unaffordable cost and with limited network redundancy to ensure reliability. Without access to affordable, advanced telecommunications services, businesses and residents in the region are at a competitive disadvantage in the global marketplace.

Major Strategy Accomplishments for 2011-2012

- The Massachusetts Broadband Institute (MBI) is implementing *MassBroadband 123*, a \$45.4 million federal economic stimulus project under the U.S. Department of Commerce's Broadband Technology Opportunities Program. Combined with \$26.2 million in matching funds from the Commonwealth, the total project investment is \$71.6 million. *MassBroadband 123* involves the construction of a broadband infrastructure network, including 1,300+ miles of fiber-optic cable, throughout the four counties of western Massachusetts. The network will serve over 120 communities, including the 33 municipalities that the federal government has deemed as unserved or underserved communities, and will provide direct connections to the nearly 1,400 schools, libraries, hospitals and public safety facilities that currently lack reliable, affordable Internet service. This "middle mile" network will be open access to allow any broadband provider to connect and offer their services to residential and business customers. Construction began in July of 2011 and is expected to be completed by mid-2013.
- The MBI awarded \$335,000 in competitive grants to assist efforts to develop and implement last-mile broadband solutions. Awards were made in two categories - planning and deployment. Three broadband planning grants will fund market studies, business plans, and network engineering and designs. Five broadband deployment grants will fund service providers to deploy last-mile technologies to connect homes and businesses in currently unserved areas, using new and existing infrastructure including the MBI MassBroadband 123 network currently under construction.
- Western MA Connect and the three western Massachusetts regional planning agencies, including PVPC, completed work with MBI on the \$2 million State Broadband Data Collection Program. The program involved collecting, verifying and mapping detailed information about the current levels of broadband availability in Massachusetts.
- The MBI is developing broadband adoption programs for veterans and small businesses. The MBI is also working with the state's community development corporations to provide technical assistance for small businesses and non-profits interested in integrating broadband use and computer ownership into their organizations to grow and create new jobs. The Massachusetts Veterans' Portal will connect veterans and their families to the resources they need and make the online access of veterans' services more streamlined and effective.
- Contract agreements have been signed for the federal ARRA funds of \$73 million for the realignment and rebuilding of the Amtrak Vermonter line in the Pioneer Valley under the High-Speed and Intercity Passenger Rail Program. The "Knowledge Corridor – Restore Vermonter" project includes upgrading the entire line from Connecticut to New Hampshire and opening station service in Holyoke, Northampton and Greenfield. It will create 367 jobs during construction. MassDOT's Rail and Transit Division will oversee the project construction, which will be done by Pan Am Southern Railroad and is expected to take approximately two years.

- The Springfield Redevelopment Authority received \$17.5 million from the Federal Transportation Authority (FTA) Bus and Bus Facilities Program through a Sustainable Communities “Livability” grant to increase and improve transportation options for urban, suburban and rural communities. The grant is the final piece of a \$45 million total project for Phase I of the new Union Station Regional Intermodal Transportation Center. The first task will be to demolish an unusable 100,000-square-foot baggage warehouse on the Main Street side of the building. A 200-space parking garage with 23 lower-level bus berths will be constructed in its place. The Redevelopment Authority will also acquire and demolish an unusable parking garage located across Frank B. Murray Street and put in a surface parking lot and four additional bus berths. The Authority will also restore the exterior and interior Great Hall of Union Station and create ticketing areas for Amtrak, the Pioneer Valley Transportation Authority (PVTA) city buses and for Peter Pan Bus Lines. The tunnel from the station to Lyman Street will be restored and a new elevator will be installed to access the trackside passenger platforms. Demolition will begin in the fall of 2012 and construction in 2013.
- The PVPC continued to work with Connecticut Department of Transportation officials to advance commuter rail service between New Haven and Springfield. The commuter trains will link New Haven, Hartford and Springfield with more than a half-dozen communities in between. The state completed and released a Draft Environmental Assessment and Impact Evaluation of the project in the fall of 2011.
- Massachusetts was awarded \$2 million in federal Railroad Administration funds to initiate work necessary to allow double-stack intermodal trains along Pan Am Southern’s Patriot Corridor. The work includes preliminary engineering, design and environmental assessment work necessary to remove 19 vertical clearance obstructions that prevent double-stack intermodal rail service into New England. MassDOT will also move forward with plans to increase the clearance in the Hoosac Tunnel, a 4.75-mile tunnel first constructed in 1875, that has acted as a significant impediment to efficient freight rail travel along the corridor. The funding will leverage \$87.5 million in private investment and will allow the state to expand freight rail traffic, reducing the number of trucks on highways and increasing economic development in the region.

Strategy Goals for 2012-2013

- The MBI will continue to attach fiber optic cable to over 30,000 existing utility poles in western and north central Massachusetts. The poles must be adjusted by service providers and utility companies to make room for the fiber optic network, which can then be installed.
- The PVPC will work with MA DOT, Amtrak, and Pan Am Southern Railroad to implement the Amtrak realignment. The work will include new rail, railroad ties, crossings, and signals along the 55-mile stretch. These improvements will facilitate the relocation of the Amtrak Vermonter by improving safety, increasing operating speeds for existing freight train traffic and the Vermonter, and enhancing capacity on the rail line to accommodate future increased levels of train traffic. The improvements and rehabilitation work will be done within the existing railroad right of way.

Strategy #11: Develop an Array of Housing Options

Lead Implementer

- Valley Development Council (VDC)

Background and Synopsis

Housing is one of the most significant expenditures families and individuals face. Despite the relative availability and affordability of housing in the Pioneer Valley as compared to other areas of the state, a disparity still exists between the number of “affordable” housing units (according to existing guidelines) and the number and location of residents in need of such housing. In order to prevent continued isolation of low-income families and individuals, we must continue to pursue even distribution of affordable and workforce housing throughout the Valley’s urban, suburban, and rural communities.

Major Strategy Accomplishments for 2011-2012

- The PVPC began development of a Regional Housing Plan under the Sustainable Knowledge Corridor project, funded by a HUD Sustainable Communities grant. The PVPC established a Regional Housing Plan Advisory Committee to identify critical housing issues, opportunities and challenges. The PVPC also collected quantitative data; reviewed existing municipal, regional, and state plans; and interviewed key stakeholders in the region.

Strategy Goals for 2012-2013

- The PVPC will complete the draft Regional Housing Plan by the end of 2012. The implementation phase will begin, with development of a “toolbox” of outreach materials such as fact sheets, illustrations, model bylaws, and policies that can be used to implement the plan’s strategies. PVPC will also conduct public outreach on identified issues and opportunities to increase awareness of the importance of housing choice and housing affordability in the region.

Strategy #12: Endorse a Regional Approach to Public Safety

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

Our entire region suffers when some of our communities are unsafe and at a high risk of crime. Making sure the Pioneer Valley provides safe places to live and work – and equally important, places that feel safe – is achieved through sound laws and policies coupled with adequate funding, training, and collaboration across jurisdictions. Also, it is necessary to ensure that the region addresses the threat to public safety emanating from terrorism and a variety of natural hazards such as floods, forest fires, and hurricanes.

For more than a decade, Pioneer Valley per capita spending on public safety has fallen far short of state levels. Working with the state to increase overall funding and helping communities find ways to better fund public safety services is critical to addressing crime on a regional level.

Overall, the Plan seeks to ensure that the Pioneer Valley has a well-coordinated and effective system in place to address and respond to crime, terrorism, and natural disasters. With the formation of the Western Region Homeland Security Council, regional emergency response and collaboration will be enhanced.

Major Strategy Accomplishments for 2011-2012

- PVPC is assisting the Massachusetts Emergency Management Agency (MEMA) to develop a mass care and shelter plan, in partnership with the other western Massachusetts Regional Planning Agencies, the Office on Disability, the Department of Public Health, the Western Massachusetts Homeland Security Agency, and the American Red Cross. The purpose of the plan is to enhance coordination for activating emergency shelters and ensuring supplies and personnel are available to operate them. PVPC coordinated a Hampden County summit in early 2012 to bring together emergency management, municipal, and school officials as well as transportation providers and media. Work groups were designated for each component of sheltering needs.
- PVPC has begun working with MEMA to research and assess communication with the public in the event of and during a local and/or regional emergency incident or disaster. Research includes a review of MEMA's recent public alerting systems research and the region-wide alerting systems supported by both the Southeast and Central Homeland Security Council.

- The PVPC is also working with MEMA and the other western Massachusetts RPAs to develop a regional evacuation plan for the western Massachusetts region in the event of a natural disaster or emergency. PVPC is conducting an inventory of existing plans, developing a database to summarize the plans, and developing a regional map of all identified evacuation routes.

Strategy Goals for 2012-2013

- The PVPC will continue to work on emergency and disaster preparedness efforts with MEMA, the Western Region Homeland Security Advisory Council and the state Office of Public Safety. Work will include planning for communication, mass care and shelter, and/or potential evacuation in the event of an emergency or disaster.

**Strategy #13:
Champion Statewide Fiscal Equity**

Lead Implementers

- Pioneer Valley Planning Commission

Background and Synopsis

There are many examples of fiscal imbalance across the commonwealth of Massachusetts, many of which handicap the Pioneer Valley's economic development efforts. The Plan for Progress advocates a campaign designed to achieve fiscal equity to ensure that Pioneer Valley taxpayers are treated equitably relative to residents living elsewhere in the commonwealth.

This strategy is currently inactive.

Strategy #14: Develop A Green Regional Economy

Lead Implementers

- Pioneer Valley Planning Commission
- Western Massachusetts Electric Company
- National Grid
- Columbia Gas of Massachusetts
- Holyoke Gas and Electric
- Westfield Gas and Electric
- Chicopee Electric Light Department
- Municipal Planners

A regional strategy for advancing sustainability and clean energy development in a competitive marketplace.

The purpose of this strategy is to establish a regional economy where sustainable living, energy efficient business practices, and clean technologies are core to our economic, environmental and cultural vitality.

The strategy will be accomplished via goals and action steps focused on five key objectives:

- 1) Leverage existing/planned projects to incorporate clean energy and sustainable practices that create a competitive advantage for those projects.
- 2) Build upon existing resources and knowledge to establish a database of regional clean energy and notable sustainability projects (Potential waste, water, and energy projects). This database will serve as the basis for establishing a regional performance matrix for tracking the goals of the strategy and sharing information publicly.
- 3) Work with local utilities to establish/confirm a consumer based energy efficiency strategy that incorporates the utility plans established under the Green Communities Act and provide regional support where applicable to facilitate goal attainment for the residential and non residential consumers.
- 4) Establish/catalog and publish regional events related to sustainability clean energy learning opportunities. Consider establishing PVPC based webinars using guest presenters and making it open to all regional businesses, institutions, and public entities.

- 5) Enhance the regional communication efforts on sustainability and clean energy projects and capture metrics that are critical to measuring effectiveness and value of specific projects.

Context

The context for this strategy is derived from the nexus of three very important initiatives that have occurred over the past several years. First, Governor Patrick's clean energy agenda, which includes the Green Communities Act of 2008 and other innovative programs and policies to save energy and create jobs, has had a significant impact across the Commonwealth. Massachusetts is at the forefront of new developments in renewable energy, clean technology, and energy efficiency. At the end of 2011, the Commonwealth of Massachusetts was named number one in the American Council for an Energy-Efficient Economy's (ACEEE) annual state-by-state energy efficiency scorecard. This ranking identifies Massachusetts as having the most aggressive energy efficiency programs in the nation.

Second, the Pioneer Valley Planning Commission initiated a Clean Energy Planning process by analyzing barriers to siting clean energy projects in the Pioneer Valley and inventorying emerging clean energy efforts. The planning process was steered by the Pioneer Valley Renewable Energy Collaborative in cooperation with the PVPC and numerous participants to establish a path to a clean energy future for the region. As a result of the planning effort, the following four goals were established:

- 1) Reduce our region's energy consumption to 2000 levels by the end of 2009 and reduce that by 15% between 2010 and 2020.
- 2) Site sufficient new capacity to generate 214 million KWHs of clean energy annually in the Pioneer Valley by the end of 2009 and another 440 million KWHs by the end of 2020.
- 3) Reduce our region's greenhouse gas emissions by 80% below year 2000 levels by 2050.
- 4) Create local jobs in the clean energy sector

Third, the city of Holyoke was selected as the host city for a unique collaboration of world class universities and public and private partners that will provide unparalleled computing power for M.I.T., University of Massachusetts, Boston University, Northeastern University, and Harvard University. The Massachusetts Green High Performance Computing Center will generate a significant infusion of capital in downtown Holyoke. The siting of this project was the genesis of a collaborative effort by the Massachusetts Technology Collaborative, HDR Decision Economics, Fairfield Index Inc, and the Dukakis Center at Northeastern University to develop the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley. Among the specific and measurable economic development strategies is a strategy focused on Clean Energy Innovation and Development. This strategy build's on Holyoke's unique assets and the region's clean energy strengths to position the region as a leader in clean energy production, adoption of energy efficiency and conservation measures, and new products and services. The two objectives of this strategy include:

- 1) Maintain Holyoke's low cost, renewable energy based competitive advantage by expanding Holyoke's portfolio of cost effective renewable energy generating capacity
- 2) Become a global leader in clean energy research and applications, energy efficiency and management through innovative technology based testing and development of products.

In addition to the emergence of these three major initiatives providing a significant catalyst to an already established presence of clean energy and sustainable businesses, the region continues to focus on expanding and creating competitive advantages. Because Massachusetts, like most of the U.S., is dependent on fossil fuels for energy, and because the state has no oil, coal or natural gas supplies of its own, businesses and residents must pay premium prices for fuel and electricity. Furthermore, the combustion of fossil fuels for electric power generation, transportation, heating and other uses is releasing "greenhouse" gases at a rapidly increasing rate. These factors support a significant investment in the growth of the clean energy sector, which includes renewable energy research and development, renewable energy facilities, energy efficiency, and demand response.

Background

In early 2009, on the heels of completion of the Pioneer Valley Clean Energy Plan, the Plan for Progress Trustees were enlightened to changes in public policy which had occurred as a result of initiatives at the Federal and state levels. Additionally, local entrepreneurs like Flow Design and QTEROS in the region were gaining traction with cutting edge clean energy technologies while gaining lots of attention from investors. As a result, the Plan for Progress Trustees commissioned a diverse and competent strategy team to develop a "strategy for a green regional economy". The objective for the team was to establish a strategy with actions and initiatives that promoted the conservation and development of sustainable energy sources as a component of the Pioneer Valley's existing economy and one that could be "grown" to its economic benefit. This strategy was intended to guide our region's communities and policymakers as well as position the Pioneer Valley to become one of the Commonwealth's leaders in making sustainability and clean energy development an integral part of its regional economic plan. Thus, the Plan for Progress was updated with a comprehensive, unifying, regional strategy for advancing sustainability and clean energy development in a competitive marketplace.

During 2011, after several months of attempting to identify key implementers and initiate action items from the strategy, representatives from the Plan for Progress and the Pioneer Valley Planning Commission reassessed the practicality of implementing such a broad and comprehensive strategy. Concurrently, the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley was launched. This strategic plan contained specific clean energy development initiatives that provided an opportunity for the refining and refocusing of the region's plans for sustainability and clean energy development. What follows is a much refined and focused strategic plan that reflects the project based effort being implemented in the city of Holyoke and seeks to expand similar initiatives across the region.

Advancing sustainability and clean energy development in a competitive marketplace

Objective #1

Leverage existing/planned projects to incorporate clean energy and sustainable practices that create a competitive advantage for those projects and the region.

Short Term Actions (1-3 years)

- Develop targeted outreach effort to enlist support from community and business leaders for establishing a process that provides sustainable development guidance on key regional projects. This will establish commitment to a regional sustainable development effort to incorporate sustainable practices and clean energy opportunities on proposed projects in the region.
- Establish a Clean Energy/Sustainable Development Guidance Committee, comprised of diverse expertise, to support establishing baseline criteria for clean energy development and sustainable practices for regional projects.
- The PVPC will work with the Guidance Committee to develop a high level list of criteria for new projects proposed/planned in the Pioneer Valley.
- Incorporate Sustainable Development Project Review Process into project design and development efforts for public projects in the region. This process is open to private developers as well. The review process is not to replace design efforts by architects and engineers, but enhance and supplement the thought process during conceptual design and regional planning efforts.

Objective #2

Build upon existing resources and regional knowledge to establish a database of regional clean energy and notable sustainability projects (Potential waste, water, and energy projects). This database will serve as the basis for establishing a regional performance matrix for tracking the goals of the strategy and sharing information publicly.

Short Term Actions (1-3 years)

The PVPC will mine existing data from existing databases and capture additional information through regional resources to build a database of regional clean energy projects. Specific data captured should include the following:

- Project owner
- Location
- Project description
- Category (Solar, Wind, Biomass, Water Conservation, etc.)
- Installation date

- Estimated Savings (If available)

Integrate database into regional communication effort to continue promotion of technologies and regional support for Clean Energy and Sustainable development. Leverage database information in benchmarking effort to compare our regional growth in clean energy against other regions of the country.

Objective #3

Work with local utilities to establish/confirm a consumer based energy efficiency strategy that incorporates the utility plans established under the Green Communities Act and provide regional support where applicable to facilitate goal attainment for the residential and non residential consumers.

Short Term Actions (1-3 years)

- Establish opportunities for ground –truthing sessions between utility energy efficiency program experts, economic development professionals, and municipal officials to enhance the understanding and value of programs that enhance the promotion the use of utility energy efficiency programs. The objective of these session(s) will be to provide clear understanding of energy saving opportunities for residential and commercial constituents. A joint promotional effort can highlight the value of the programs in making businesses more competitive and homeownership more affordable.
- Work with utilities to establish a pilot effort which creates greater outreach opportunities to promote energy efficiency technologies to both residents and businesses in western Massachusetts. This may include PVPC sponsored webinars consistent with enhanced communication efforts.
- Continue efforts to support the deployment of Energy Performance Scores for the regional residential housing stock by supporting training efforts for utility lead vendors, Home Performance Contractors, and the real estate community.

Objective #4

Establish/catalog and publish regional events related to sustainability and clean energy learning opportunities.

Short Term Actions (1-3 years)

- Incorporate into PVPC website a schedule of regional events supporting clean energy development or sustainability practices occurring in the region. Establish link to Green Communities in Pioneer Valley, local utilities, higher education institutions, and any other entity in posting information about proposed events.
- Consider establishing PVPC based webinars using guest presenters and making it open to all regional businesses, institutions, and public entities to participate.

- PVPC technical staff to investigate resources and requirements to host webinars on a monthly or quarterly basis.
- Solicit regional businesses, utilities, institutions, and clean energy project developers to participate in webinar activity. Consider sponsorships to cover costs of events.

Objective #5

Enhance the regional communication efforts on sustainability and clean energy projects and capture metrics that are critical to measuring effectiveness and value of specific projects.

Short Term Actions (1-3 years)

- Support promotion of MGHPCC energy efficiency and clean energy outcomes
- Leverage Public Television to support MGHPCC
- Local Access Programming to educate Holyoke residents on project attributes
- Collaboration on regional events with local colleges, Massachusetts Clean Energy Center, and the Andrew Scibelli Enterprise Center to further the development of new clean energy businesses and jobs in the region.
- Establish standardized benchmarks that reflect performance in clean technology development and deployment, energy efficiency, and sustainable development.
- Communicate benchmarking efforts as part of building regional database of projects
- Support existing communication efforts on sustainable development and clean technology in region.

Major Strategy Accomplishments for 2011-2012

- This strategy was updated and refined in early 2012 to narrow the focus and set more readily achievable short-term goals. The new draft of the strategy is above and is based on changes in the clean energy industry marketplace, and compatibility with state policies and initiatives.
- Western Massachusetts Electric Company (WMECO), which serves 200,000 customers in the region, completed a solar power facility that is now one of the largest in New England. The 2.4 megawatt facility is located on 12 acres of former brownfields in Indian Orchard and was completed in October 2011. It accommodates thousands of solar panels and produces enough electricity to power more than 500 homes.
- The Pioneer Valley Planning Commission, in partnership with the Capitol Region Council of Governments of Hartford, is implementing a \$4.2 million Regional Sustainable Communities Grant from the U.S. Department of Housing and Urban Development. The planning agencies are developing a bi-state Knowledge Corridor Regional Plan for Sustainable Development that includes several innovative

elements that will promote a green regional economy: a green infrastructure plan for clean water, a regional climate action plan, a workforce development strategy, a sustainable environment plan, and a food security plan.

- UMass Amherst held the fourth annual Clean Energy Connections Conference on November 2, 2011, with sponsorship from many of the lead implementers of the Plan for Progress, including WGBY-Public Television, Western Massachusetts Electric Company, the EDC of Western Massachusetts, Environmental Compliance Services, the Springfield Business Incubator at the Scibelli Enterprise Center, and many others. The conference, held in downtown Springfield, addressed clean energy regional innovation clusters; marketing and partnerships for new firms; clean energy and workforce development; community energy projects; and large-scale energy conservation projects.
- Springfield Technical Community College (STCC) continued implementation of a \$1.87 million contract from the Massachusetts Clean Energy Center to coordinate energy efficiency workforce training programs under MassGREEN, the Center's energy efficiency and building science skills initiative. STCC is the statewide clearinghouse for energy efficiency training activities, materials and services, and coordinates job training at regional centers based at STCC as well as Roxbury, Berkshire, Bristol, North Shore, Greenfield, and Quinsigamond community colleges. The MassGREEN Initiative targets building contractors and unemployed construction trade workers looking to gain new green building skills, as well as unskilled or under-skilled workers who perform work for contractors. The program is funded with a portion of carbon allowance permit revenues under the Regional Greenhouse Gas Initiative (RGGI) and other monies.
- The Holyoke Gas & Electric Department and the Massachusetts Technology Collaborative, with partners UMass, the Massachusetts Clean Energy Center, Massachusetts Green High Performance Computing Center leaders, ISO New England, and the MA EOHED, held a two-day Holyoke Clean Energy Innovation Workshop. The goal of the event was to discuss and identify clean energy test-bed opportunities in Holyoke and begin to develop connections and collaborations among industry, academic, and policy stakeholders. The event was attended by over 200 participants and was an important step in implementing the Clean Energy strategy of the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region.

Strategy Goals for 2012-2013

- The PVPC will investigate potential vehicles for providing technical assistance to the next round of communities seeking Green Communities status.
- The PVPC will facilitate a "ground-truthing" session between utility energy efficiency program experts (IOU and municipal utilities), economic development professionals, and municipal officials to enhance their understanding and value of energy efficiency programs.

- The PVPC, with public participation and input, will complete drafts of a green infrastructure plan for clean water, a regional climate action plan, a sustainable environment plan, and a food security plan as part of the Sustainable Knowledge Corridor project.

Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region

Background

The key goals from the Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley Region have been adopted by the Coordinating Council and incorporated into the Plan for Progress. The following summary consists of excerpts of the report that was funded by the Massachusetts Technology Collaborative and prepared by HDR Decision Economics with subcontractors Fairfield Index, Inc. and the Dukakis Center for Urban and Regional Policy at Northeastern University. The full report, with a detailed section analyzing baseline conditions and opportunities, is available at www.innovateholyoke.com. Please note that the strategies are numbered here according to their place in the full report, i.e. Section 4 (strategies begin as Section 4.3 and end at 4.10)

Introduction and Synopsis

The construction of the Massachusetts Green High-Performance Computing Center (MGHPCC, at www.mghpcc.org) has commenced and is projected to be completed in December 2012. The MGHPCC represents a unique collaboration of world-class universities, and public and private partners that will provide unparalleled computing power for M.I.T., University of Massachusetts, Boston University, Northeastern University, and Harvard University. It is a major investment in downtown Holyoke of \$168 million in buildings and equipment, and attracted \$5 million of investment from Cisco and EMC.

At the request of the Patrick Administration, a collaborative regional partnership to leverage economic growth from the creation of MGHPCC took place over the course of 2009-2011 in the form of the Holyoke Innovation District Task Force (www.innovateholyoke.com). The John Adams Innovation Institute of the Massachusetts Technology Collaborative (MTC) was charged with facilitating the development of an Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley. MTC engaged a consulting team, led by HDR Decision Economics with subcontractors Fairfield Index, Inc. and the Dukakis Center for Urban and Regional Policy at Northeastern University, to lead the research and strategy development.

The ultimate goals of this initiative extend well beyond the MGHPCC facility. In fact, this initiative can be viewed as an example of the state's Gateway City economic strategy to boost economic opportunities in economically distressed, formerly industrial cities in the Commonwealth outside of the core Boston metropolitan area. The hypothesis is that this leading-edge facility can become a catalytic economic development project for the City of Holyoke and broader region leading to additional industry opportunities and ultimately job opportunities and economic growth.

While there is general consensus that larger economic impacts are possible, it is not certain and key questions need to be answered such as:

- a) Who are the industries that are most likely to take advantage of the assets in Holyoke and the Pioneer Valley (e.g., MGHPCC, low-cost renewable energy, access to academic institutions);
- b) Where are they likely to locate – examining the spatial economic opportunities within the Innovation District, the entire City of Holyoke, and the Pioneer Valley; and
- c) What related investments, policies, and strategies are needed to achieve the economic potential in Holyoke and the Pioneer Valley?

Key outcomes of this innovation-based economic development strategy are to:

- 1) Identify the economic development opportunities that can be achieved by leveraging the benefits of the MGHPCC and numerous other local and regional assets and new initiatives; and
- 2) Develop an action-oriented economic development strategy for the City of Holyoke and the Pioneer Valley region to achieve the economic potential of these initiatives and opportunities.

Goals & Objectives of the Innovation-Based Economic Development Strategy

This document presents an innovation-based economic development strategy to enhance job opportunities and long-term economic viability for Holyoke's Innovation District and the entire Pioneer Valley region. The Innovation District is defined as the Center City area of Holyoke (consistent with the Urban Renewal Plan) and the Pioneer Valley consists of Hampden, Hampshire, and Franklin counties in Massachusetts (with labor market and transportation linkages into Connecticut). The strategy emphasizes mechanisms to maximize the potential for the MGHPCC to be a catalyst for economic development.

To guide this initiative, the Innovation District Task Force developed a statement of intent:

We intend to identify and activate assets for jobs, enterprises, entrepreneurs, and investment by:

- *Testing* ideas and assumptions every step of the way with the people who make the real decisions about jobs and investment;
- Making honest, data-driven decisions about *the most meaningful opportunities* for our community;
- Producing and continuously updating an *Innovation District Strategy* with our expectations for growth and redevelopment, drawing on our strengths and heritage, and linking to enterprises and jobs of the future; and
- Leveraging the full extent of Pioneer Valley regional assets and connectivity with state and federal resources, and doing our part in transforming the reputation and future of our region.

As developed with the Innovation District Task Force, the innovation-based strategy is focused on achieving three core economic development goals:

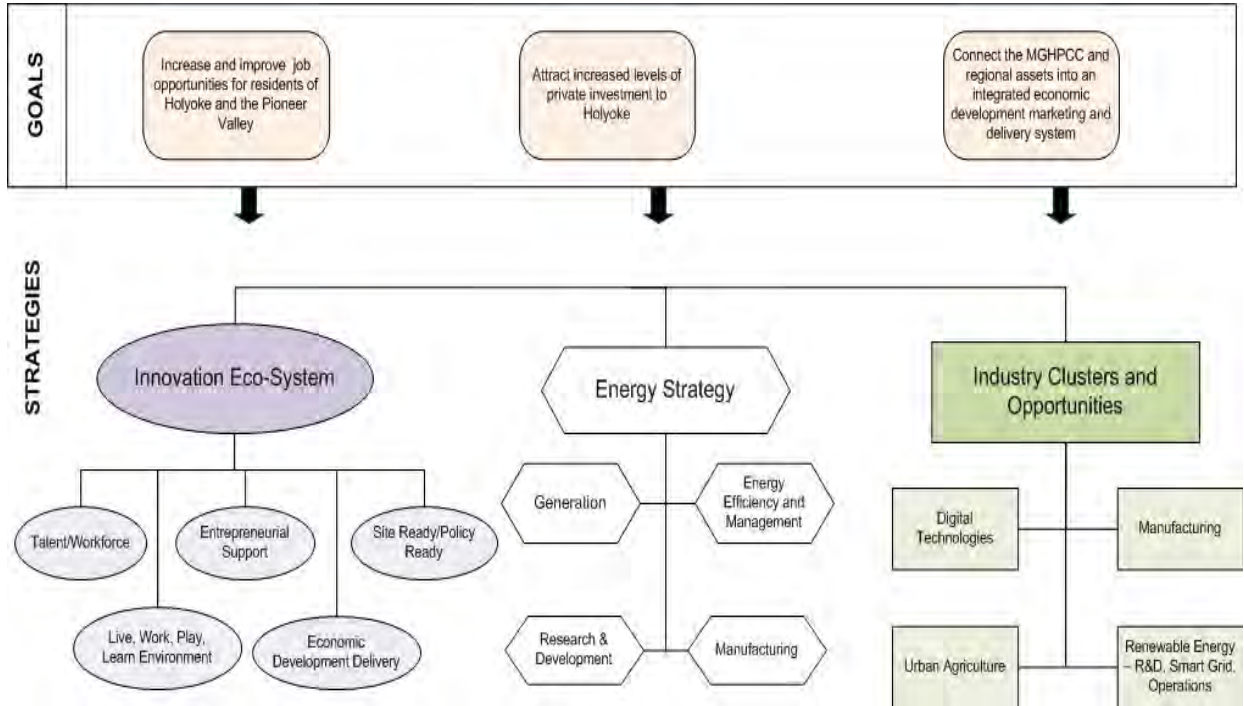
1. Increase and improve job opportunities for the residents of Holyoke and the Pioneer Valley
2. Attract increased levels of private investment to Holyoke
3. Successfully connect the MGHPCC and regional economic assets into a compelling and integrated economic development marketing and delivery system

These goals will be achieved by:

1. Identifying and targeting a portfolio of industry clusters for business start-up, expansion, retention, and attraction opportunities.
2. Leveraging the presence of the MGHPCC and the five-university Research Consortium to promote Holyoke and the Pioneer Valley for research & development and market-based opportunities.
3. Maintaining Holyoke's low-cost, renewable energy-based competitive advantage by expanding renewable energy generation and R&D-based innovations.
4. Becoming a global leader in renewable energy production, energy efficiency, and R&D initiatives to enhance the management and operations of energy resources.
5. Providing a desirable walkable urban environment for live, work, play, and learning opportunities that supports economic growth.
6. Leveraging and connecting the region's educational assets to create a world-class, business- focused talent delivery system that connects residents with jobs and with lifelong learning to provide "career ladders" for residents.
7. Marketing regional transportation and fiber optic assets to attract businesses and support economic growth.
8. Developing compelling marketing information and an integrated local/regional/state economic development delivery system.
9. Leveraging the diversity of the community to create an exciting and supportive environment in which to start and grow a business.

The figure on the next page depicts the overall strategy development process with three broad categories of strategy development: a) innovation eco-system; b) energy strategy; and c) industry cluster opportunities.

Framework for Innovation-Based Economic Development Strategy for Holyoke and the Pioneer Valley



Performance Measures and Targets

As Holyoke and the Pioneer Valley implement the Innovation-Based Economic Development Strategy, it is critical to define economic performance measures and targets for improvement that can be tracked over time to measure success. As shown in the table below, economic, workforce, and demographic metrics capture performance measures for Holyoke and the Pioneer Valley and Knowledge Corridor (separately) to indicate current performance and target goals for significant but realistic economic improvement over the next 10 years in terms of jobs, unemployment rate, population, educational achievement, property values, etc. For example, for Holyoke’s unemployment rate to drop from its current 11.4% to a longer-term 6% rate, this would require approximately 1,500 new jobs in Holyoke (holding population growth constant).

Economic Performance Metrics for Holyoke and the Pioneer Valley

Economic Indicator	Holyoke		Region	
	Current	2020 Target	Current	2020 Target
Total Jobs ¹	20,949	23,044	275,644	296,317
Job Growth Rate (5-year growth)	-5.6%	10.0%	-2.9%	7.5%
Unemployment Rate	12.1%	8.0%	9.6%	6.5%
Residentially adjusted unemployment				
Population ²	38,320	40,236	698,903	733,848
Educational Attainment (Percent)				
High School or better	74.9%	85.0%	85.7%	90.0%
Bachelors degree or better	21.3%	27.0%	27.4%	32.0%
High School Dropout Rate	9.5%	5.5%	2.9% (state)	n/a
Private Sector Property Values (Center City)				
Commercial/Industrial Value per Acre ³	\$380,000	\$500,000	n/a	n/a
Residential Value per Acre ⁴	\$1,400,000	\$1,650,000	n/a	n/a
Income & Poverty Rates				
Families Below Poverty Rate	27.1%	18.1%	11.3%	7.0%
Median Household Income	\$35,828	\$44,785	\$49,177	\$63,930

Notes:

¹ Job growth target and relationship to unemployment rate reflects the fact that 34% of jobs located in Holyoke are filled by employees living outside of Holyoke. As context, Holyoke employment in 2001 was 24,045 so turning around the downward trend to growth would be very significant.

² Goal is to increase Center City population by 1,500 people by 2020; growth target in population for Holyoke and Pioneer Valley is 5% which is slightly less than employment growth target, thus reflecting the goal of providing more jobs for existing residents and lowering the unemployment rate.

³ Commercial/industrial property value is \$480,000 per acre in the rest of Holyoke; increasing this metric would result from increased use of properties and new investment.

⁴ Residential values per acre are considerably higher due to the density of residential use in Center City.

As this strategy is implemented with specific projects and actionable initiatives, additional performance measures of success (not always readily available through traditional data sources) should also be tracked. As indicated for each specific strategy, these metrics will include a range of factors such as:

1. Value of new private construction

2. Square feet of new development by land use (residential, commercial, industrial) – this metric was estimated to be zero in the previous ten years in downtown Holyoke for commercial and industrial uses
3. Number of new businesses established (by industry sector)
4. Sites cleared and remediated (“shovel ready”)
5. Community college training programs customized for business needs
6. Renewable energy production capacity
7. Research grants with university/community collaboration

Based on significant local, regional, and state-level stakeholder input, third-party research, the SWOT analysis and best practices in economic development strategic planning, eight detailed strategies were developed and prioritized for implementation. The eight strategies include four economic development eco-system strategies and four industry cluster strategies:

Economic development eco-system strategies: 1) entrepreneurial eco-system and innovation; 2) talent delivery and workforce; 3) site ready/policy ready strategy; and 4) economic development delivery system.

Industry cluster strategies: 1) digital technology and IT companies; 2) clean energy innovation and development; 3) manufacturing industry; and 4) urban agriculture.

4.3 Enhancing the Entrepreneurial Innovation Ecosystem

Mission / Objective

A core element of creating an innovation-based economic development strategy for Holyoke and the Pioneer Valley is to provide an optimum environment for entrepreneurship, start-up businesses, and innovative research, solutions, and product development. Leveraging existing regional assets, we recommend that the Holyoke Innovation District become a new focal point for innovation, entrepreneurship, and the delivery of integrated services. This concept would include holistic business environment and amenity improvements as well as specific entrepreneurial support activities and packaged resources focused on the identified target industry clusters of: a) clean energy innovation; b) digital technologies and IT; c) manufacturing; and d) urban agriculture. The assets in the Innovation District can thus be a demonstration market and high-exposure location to provide access to an integrated set of entrepreneurial resources and providers for the region.

Opportunity Lead

To be determined.

Collaborative Partners

CareerPoint

City of Holyoke

Community colleges, four-year colleges, and universities with: centers of excellence, schools, departments, grants, and projects dedicated to supply chain analysis and development, entrepreneurship, small business development and diversification, internships, and internship and community volunteerism programs.

Five Colleges, Inc.

Greater Holyoke Chamber of Commerce
Greater Springfield Chamber of Commerce
Harold Grinspoon Foundation
Holyoke Works
Kittredge Center for Business and Workforce Development at Holyoke Community College
Massachusetts Green High Performance Computing Center and Five University Consortium
Massachusetts Latino Chamber of Commerce
Massachusetts Office of Business Development (MOBD)
Massachusetts Office of Small Business and Entrepreneurship
Massachusetts Technology Collaborative
MassDevelopment – Emerging Technology Fund
Nuestras Raices
Pioneer Valley Planning Commission – Small Business Strategy Team (Plan for Progress)
Regional businesses and entrepreneurs
Scibelli Enterprise Center
Valley Venture Mentors
Western Massachusetts Enterprise Fund, Inc.
Western Massachusetts Regional Small Business Development Center (MSBDC)

Accomplishments

- The newest member of the city's downtown Arts and Innovation district is Vitek Kruta's Gateway City Arts located at 92 Race Street in the former Judd Paper Company building. Kruta, a world-renowned architectural restoration artist, is setting up a base of operations for Gateway City Arts and the Holyoke Restoration Guild. The Guild will offer equity shares in its building restoration projects in Holyoke. Gateway City Arts will serve as a studio where local artisans and residents can learn the architectural restoration process. As part of that effort, Kruta envisions being able to test new products and train new practitioners, similar to the model of the 3rd Ward initiative in Brooklyn.
- The City of Holyoke, working with Vitek Kruta, is using mapping as a way to make visible the evolutionary process of the creative economy at work in Holyoke, particularly within the Arts and Innovation District. The current map features 24 emerging and growing creative and industrial arts businesses and residential developments established or now underway in Holyoke.
- The City of Holyoke has approved funding for the newly established position of Creative Economy Industries Coordinator, based on similar successful efforts in Pittsfield and Salem, Massachusetts.

4.4 Outstanding Talent Delivery and Educational Assets

Mission / Objective

A deep, skilled workforce is the most important factor for economic development and the region should work together to elevate an integrated/seamless workforce delivery system as the top priority for the Pioneer Valley's reputation and competitiveness. This strategy has two key components: a) strengthening ties

between industry and the senior leadership team of the workforce delivery system to ensure that existing and prospective companies have access to a quality workforce; and b) longer term, sustained improvement in preK-12 education performance throughout the region. Leverage the region's global higher education brands as a critical part of its talent asset base and regional reputation, including active participation from senior leaders at each organization. Engage all sectors of education and expand into full education, training and talent supply chain over time. Ensure that the Regional Employment Boards (REBs) of Hampden and Hampshire/Franklin counties are powerful, utilized resources to implement a "demand driven" talent agenda to meet the needs of existing and new business.

Opportunity Leads

Holyoke Community College
Regional Employment Board of Hampden County
Western Massachusetts Economic Development Council

Collaborative Partners

All Centers of Higher Education in the Pioneer Valley
All School Districts in the Pioneer Valley
Five Colleges, Inc.
Massachusetts Green High Performance Computing Center and Five University Consortium
Pioneer Valley Planning Commission (PVPC)
Springfield Technical Community College
Regional Employment Board of Hampshire/Franklin Counties
University of Massachusetts

Accomplishments

- A new collaborative effort is underway to bring a dedicated person to build cooperative programs between employers and Holyoke schools, funded in part with a pledge for \$30,000 from the Regional Employment Board of Hampden County (REBHC). The REBHC is working with business and school leaders to securing matching investments. The program will help to create pathways to jobs and to increase student motivation and achievement.
- Five Colleges, Inc. is looking to develop a more explicit collaborative relationship between itself and the institutions of higher learning in the Springfield region. In addition, work is ongoing to build community forums in advance of a funding proposal to the National Science Foundation's "Continuous Collaborative Computational Cloud" program in 2012. The funding program seeks to promote cyber-learning and workforce development. Rick Adrion, professor of Computer Science at the University of Massachusetts Amherst, is guiding this effort.

4.5 Site Ready/Policy Ready for Holyoke Innovation District Redevelopment

Mission / Objective

Create more sites ready and attractive for development and redevelopment in Holyoke's Innovation District through a combination of identifying priority sites, selectively clearing and remediating abandoned sites, and providing the

permitting and incentives to facilitate re-use of sites of buildings. The ultimate objective, consistent with the Urban Renewal Plan, is to remove the real and perceived barriers to business expansion and location at sites and buildings with targeted uses focused on the Innovation District areas primed for development.

Opportunity Lead

City of Holyoke (Office of Planning and Development)

Collaborative Partners

City of Holyoke – Mayor, City Council, Holyoke Economic Development and Industrial Corporation (HEDIC), Holyoke Redevelopment Authority (HRA), Holyoke Housing Authority (HHA) City of Holyoke - Mayor's Industrial Development Advisory Council (MIDAC)

Executive Office of Housing and Economic Development

Holyoke Business Community (particularly small business and banks) Holyoke Gas & Electric

Local Private-Sector Developers – O'Connell, Aubin, Schiparra, Walsh, Suher
MassDevelopment

Massachusetts Department of Environmental Protection

Massachusetts Department of Transportation (MassDOT)

Massachusetts Latino Chamber of Commerce

Pioneer Valley Planning Commission

Pioneer Valley Railroad (PVRR) and CSX

U.S. Economic Development Administration

U.S. Environmental Protection Agency

Accomplishments

- The property at 130 Appleton Street in Holyoke, adjacent to the Massachusetts Green High-Performance Computing Center and the Holyoke Police Station, has been transferred to city ownership. The property itself is envisioned as a “shovel ready” project to be a prime development site in the Innovation District.
- A new local tax increment financing, or TIF, policy is now in place to serve as an important tool to help existing or new companies finance property improvements by initially waiving and incrementally increasing the taxes on the value of new property improvements for a period of up to twenty years, instead of the previous policy's five years. The 130 Appleton Street property will benefit from the policy.
- Two new projects have received tax incentives to redevelop abandoned buildings in Holyoke. Package Machinery Company, Inc. in West Springfield, a company that designs and produces custom wrapping machinery for consumer products, will be purchasing a 30,000 square foot building in Holyoke. The project will create five full-time jobs and retain six full-time jobs. The City of Holyoke is supporting the project with a Special Tax Assessment, and the state Economic Assistance Coordinating Council has approved \$45,500 in Economic Development Incentive Program (EDIP) Investment Tax Credits. Package Machinery Company will also be eligible for the Commonwealth's 10 percent Abandoned Building Tax Deduction. Gateway City Arts at 92 Race Street, a workspace and educational facility for architectural restoration and other historic preservation work, will be expanding onto two adjoining parcels

with abandoned buildings. The City of Holyoke has approved a Special Tax Assessment agreement, and the project will also be taking advantage of the Commonwealth's 10 percent Abandoned Building Tax Deduction.

4.6 Enhanced Economic Development Delivery System

Mission / Objective

Optimize a top-notch customer-focused economic development delivery system for Holyoke and the Pioneer Valley. Collaborate with other participant-owners such as cities in the region to ensure clear pathways for customer service and project management for employers who desire to locate, remain, and grow in the region. Enhance the best existing platform for regional economic development (Western Mass EDC) including marketing, local-regional-state project delivery, communications and data that best represents the assets and aspirations of the Pioneer Valley. Use the Holyoke Innovation District as a demonstration project to set expectations and build trust for management of: state-to-region-to-local marketing; information and learning for economic development and community-building professionals; and seamless lead, incentive, and project management.

Opportunity Lead

Economic Development Partners (EDP) in the Pioneer Valley
Western Massachusetts Economic Development Council (EDC)

Collaborative Partners

Civic leadership agencies under the EDC "umbrella"
Community colleges, four-year colleges, universities, and pre-k/12 operating under EDC coordinated, Senior Leadership Talent and Education Assets Team
MassDevelopment
MassEcon
Massachusetts Latino Chamber of
Commerce Massachusetts Office of
Business Development (MOBD)
Massachusetts Technology
Collaborative
Pioneer Valley Planning Commission and Franklin Regional
Council of Governments
Regional Employment Boards of Hampden and
Hampshire/Franklin counties Resident, satisfied
customer/employers in Target Industry Clusters
Western Massachusetts Enterprise Fund, Inc.

Accomplishments

4.7 Digital Technologies/IT Industry Cluster

Mission / Objective

Building from the existing businesses in the digital technology/IT cluster in the Pioneer Valley, and the emerging technology infrastructure (computing and data centers, fiber optic network) establish a sustainable industry cluster organization and grow a digital technologies/IT industry cluster in the Pioneer Valley region. Economic

growth in this cluster is expected primarily from endogenous growth of existing businesses and start-ups with updated and significantly enhanced marketing that reflects the region's emerging assets to also lead to strategic business attraction opportunities. A sustained, private sector-led, industry cluster team should address barriers to growth and to encourage supply chain opportunities between emerging/smaller companies and larger, established IT end-users

Opportunity Lead

Western Massachusetts Economic Development Council to help revitalize and re-imagine an industry cluster organization of IT-related companies, entrepreneurs, major IT users, and colleges/universities this industry-led organization (once formed) should lead this initiative.

Collaborative Partners

Community colleges, four-year colleges, and universities
Five University Consortium
K-12 school system for post-secondary career pathways
Massachusetts Broadband Institute
Massachusetts Green High Performance
Computing Center, Inc. Massachusetts
Technology Collaborative
Pioneer Valley Planning Commission and Franklin Regional Council of Governments
Private sector digital tech/IT firms in the Pioneer Valley
Regional Employment Boards of Hampden and Hampshire/Franklin counties
WesternMA Connect, Inc.

Accomplishments

4.8 Clean Energy Innovation and Development

Mission / Objective

There are two related objectives for this strategy: 1) maintain Holyoke's low-cost, renewable energy- based competitive advantage by expanding Holyoke's portfolio of cost-effective renewable energy generation capacity; and 2) become a global leader in clean energy research and applications, energy efficiency and management through innovative technology-based testing and development of products.

A longer-term objective is to convert clean energy research and large scale applications to manufacturing of clean energy products. This strategy builds on Holyoke's unique assets and the region's existing clean energy strengths, to achieve a regionally significant, leading edge clean energy portfolio of: renewable energy production, energy efficiency and conservation, research and private sector applications and product development.

Opportunity Lead

Holyoke Gas & Electric (HG&E)
Pioneer Valley Planning Commission (PVPC)

Collaborative Partners

Community Colleges – Holyoke, Springfield, Greenfield

Economic Development Organizations – Holyoke, Western Mass
EDC, and MOBD Existing energy sector private businesses
(R&D, manufacturing)
Franklin Regional Council of
Governments (FRCOG)
ISO New England
Massachusetts Clean Energy Center
Massachusetts Green High Performance Computing Center and Five University
Consortium
Municipal and Investor-Owned electric utilities in the region
New England Clean Energy Council
Scibelli Enterprise Center
State-level partners (Executive Office of Housing and Economic Development and
Executive Office of Energy and Environmental Affairs)
UMass – Clean Energy Connections (annual conference)

Accomplishments

- Following the Energy Workshop held in Holyoke in November 2011, 11 proposals have been received to create test beds for new energy technology, and there are ongoing efforts to declare Holyoke as an official test bed location within the state's economic development plans. In addition to having 2.5 megawatts of its 4.5 megawatt solar farm go on line, Holyoke Gas & Electric is also moving ahead with plans for fiber upgrades. The utility, in partnership with the city of Holyoke, will also be installing two electrical-vehicle charging stations.

4.9 Manufacturing Industry Cluster

Mission / Objective

Building from the existing businesses and assets in the manufacturing cluster in the Pioneer Valley and the competitive advantages in downtown Holyoke (low-cost energy and buildings, available workforce, transportation access), retain and grow manufacturing opportunities in Holyoke and the region. Economic growth in this cluster is expected from a balanced mix of endogenous growth of existing businesses and start-ups along with strategic business attraction opportunities. The mission is to enhance and grow the region's existing industry cluster, ensuring that Holyoke can realize its full potential of opportunities, and further enhance the region's value-added manufacturing activities for a full-range of suppliers as well as sub-assembly, assembly, and final products.

Opportunity Lead

City of Holyoke – Office of Planning and Development
Regional Employment Board of Hampden County
Western Massachusetts Economic Development Council

Collaborative Partners

Associated Industries of Massachusetts (AIM)
City of Holyoke – Mayor's Industrial Development Advisory Council (MIDAC)
Community colleges, vocational technical high schools, four-year colleges, and universities

Existing private businesses (manufacturing, railroads, distribution centers) Holyoke Gas & Electric (HG&E)
Local chambers of commerce, banks, workforce agencies Massachusetts Manufacturing Extension Partnership (MassMEP) Massachusetts Office of Business Development (MOBD) Massachusetts Technology Collaborative (MTC)
MassDevelopment
National Tooling and Machining Association– Western Massachusetts Chapter (WMTMA) Regional Employment Board of Hampshire/Franklin Counties
Western Massachusetts Enterprise Fund, Inc. and other Financial Partners

Accomplishments

- With the launch of the Massachusetts Advanced Manufacturing Collaborative in November 2011, Edward T. Leyden, President of Ben Franklin Design & Manufacturing in Agawam, has been named as co-chair of this statewide initiative that will promote innovation, workforce development, access to capital and technical assistance to bolster the state’s manufacturing sector. An expanded leadership team of the Precision Manufacturing Regional Alliance Project (PMRAP), a local advanced manufacturing initiative, has been meeting with recent additions of firms from Holyoke and Greenfield. PMRAP is serving as a working laboratory for the Commonwealth’s efforts to develop and validate new approaches to workforce development. In addition, the City of Holyoke is compiling a manufacturers’ directory to promote business-to-business relationships in Holyoke.

4.10 Urban Agriculture Industry Cluster

Mission / Objective

Building from existing entities and initiatives in the region, establish and grow a viable integrated urban agriculture industry in Holyoke. Economic growth in this cluster is expected primarily from endogenous growth of start-up and spin-off businesses as well as from the benefits of coordinated operations, marketing, outreach, and the expansion of related businesses – i.e., bottling, shipping, etc. The objective is to create a sustained industry of critical mass and supply chain connections to provide job opportunities to Holyoke residents, productive re-use of land, and access to healthy food for Holyoke’s residents.

Opportunity Lead

To Be Determined – Initially City of Holyoke Office of Planning and Development.

Collaborative Partners

Bodegas, Grocery Stores, Restaurants
Communities Involved in Sustaining Agriculture (CISA) & PV Grows
Community Development
Corporations (CDCs) Dean
Team Culinary Program
“Farm-to-School” and School Garden Programs
Food X and Squash Trucking
Holyoke Farmers Market

Massachusetts Department of
Agriculture Massachusetts
Latino Chamber of
Commerce Massachusetts
Technology Collaborative
Massachusetts Green High Performance
Computing Center, Inc.
New England Farm Workers Council
New England Farmers Union and Farmers Associations
New England Small Farm Institute
Non-profits – e.g. Nuestras Raices, Holyoke Food & Fitness Policy Council, etc.
Pioneer Valley Growers Association
School Districts and Hospitals (and food
service contractors) UMass Extension –
Agriculture and Landscape Program
US Department of Agriculture
Western Massachusetts Food Processing Center

Accomplishments

- The City of Holyoke has won a five-year Massachusetts Department of Public Health award to foster food security and urban agriculture. Consideration is being given to new areas that can serve as urban gardens in Holyoke and new networking opportunities with sustainable agricultural organizations in the Pioneer Valley. There is a possibility of creating a food storage and distribution center in Holyoke, using clean energy and energy efficient technologies. There is also ongoing discussion to use the waste heat from the Computing Center to heat commercial urban greenhouses under this strategy.

2012 CEDS Projects

The Project Proposal Process

On an annual basis, the Plan for Progress solicits proposals from the region for projects that may seek funding under the EDA's Public Works Economic Development Program. The region has been successful in prior years in receiving substantial EDA funding awards for projects that create jobs and stimulate private investment in distressed communities of the Pioneer Valley region. Among these awards and accomplishments are the following:

- In 2011, the Holyoke Gas & Electric Company was awarded \$2.1 million for hydroelectric infrastructure improvements that will support the development of the Holyoke Innovation District anchored by the Massachusetts Green High Performance Computing Center.
- In 2011, EDA awarded the Caring Health Center in Springfield \$500,000 for a new community health center in downtown Springfield, in renovated historic buildings.
- In 2010, the Western Massachusetts Enterprise Fund was awarded \$500,000 from the EDA towards a Western Massachusetts Revolving Loan Fund.
- In 2008, EDA awarded the City of Northampton and MassDevelopment \$750,000 for the Village at Hospital Hill Business Park, a redevelopment of a former state hospital site.
- In 2006, EDA awarded the City of Springfield \$1 million for the Memorial Industrial Park II project adjacent to the Smith and Wesson facilities.
- In January 2005, EDA awarded \$1 million to Holyoke Community College and the City of Holyoke for the construction of a roadway from the campus to Route 202 (project pending).
- Holyoke Health Center and Medical Mall was awarded a \$1 million grant by EDA in August 2002 to complete Phase II of the project.
- STCC received the EDA's National Award for Excellence in Urban Economic Development in 2001.
- The Latino Professional Office Center in Holyoke was awarded \$700,000 in 1999.
- STCC's Springfield Enterprise Center received close to \$1 million in 1999.

Summary of Project Proposals

This year, proposals were submitted from five Pioneer Valley communities – Springfield, Holyoke, Northampton, Chicopee, and Ludlow – for inclusion in the 2012 CEDS. After a review of the projects by the Plan for Progress Coordinating Council, 11 proposed projects have been included on the 2012 CEDS listing. Several of the projects are located in communities that meet EDA Distress Criteria, and several may meet EDA eligibility criteria due to their potential for providing jobs to residents of distressed communities. All 11 projects are included in Appendix A. Projects included in this list may be applying for EDA Public Works funding during the upcoming year. The top regional priorities in 2012, based on their readiness to proceed and/or critical importance to the region, are:

1) Regional High Priority Projects in Locations Meeting EDA Distress Criteria:

City of Springfield – Union Station Regional Intermodal Transportation Center



This project involves the redevelopment of the historic Union Station in downtown Springfield as a regional transportation facility including office and commercial space. It will create centralized transportation services for local and inter-city bus and rail travel, thus stimulating private investment in the region. The Springfield Redevelopment Authority has contracted with Skanska Building USA as the Owner's Project Manager and with HDR Architecture for design and engineering services. The first phase of the work will involve the updating of the 2008 Master Plan and securing permitting for the project prior to development of schematic and construction documents. Thus far, \$27 million in matching funds have been secured.

2) Regional High Priority Projects Intended to Serve Areas Meeting EDA Economic Distress Criteria:

Town of Ludlow - Ludlow Mills – Riverside Drive and Riverwalk



This project involves redevelopment of the historic Ludlow Mills as a mixed-use residential, commercial, and industrial center on an EPA brownfields site. The project abuts the City of Springfield's Indian Orchard neighborhood and is located within one mile of the Massachusetts Turnpike. The design for State Street is 90% complete, with construction due to begin in May 2012. The design for Riverside Drive is under way. Local matching funds of \$1 million have been obtained.

City of Chicopee – RiverMills at Chicopee Falls



RiverMills at Chicopee Falls, Chicopee
Rendering by James Akers
Design concept by Vanasse Hangen Brustlin, Inc.

This project involves the redevelopment of the former Uniroyal/Facemate properties in Chicopee into a mixed-use neighborhood district including new public open spaces. It will address 60 acres of brownfields in an economically distressed neighborhood, with redevelopment plans envisioning a mixed-use community re-connected to the Chicopee River. New businesses, a senior center, and active and passive recreation are included, based on market conditions and community input. Pre-demolition surveys on remaining Uniroyal buildings will be completed in April 2012. Demolition of the Facemate buildings is to be completed in June 2012. The Older Adult Community Center design process will be under way through the fall of 2012, and construction will be completed in the fall of 2013.

Detailed project proposals submitted by individual communities, including projects of moderate and yet to be determined priority, are presented in Appendix A of this CEDS Annual Report.

Table 16: Summary of Project Proposals Submitted for Inclusion in the 2012 CEDS Annual Update

PVPC Community	Proposed Project Title	Project Type	Local Priority Ranking	Regional Priority Rankings	2011 Project Re-Submittal?	EDA Funding Needed in 2012-2013?	Total Estimated Project Cost	Local \$ Match in Place?	# Perm. Jobs Created
PROJECTS MEETING EDA ECONOMIC DISTRESS CRITERIA:									
Springfield Proposed Projects									
Springfield	Union Station Regional Intermodal Transportation Center	Redevelopment as regional transportation facility w/office and commercial space	#1	High	Yes	Yes	\$83 million	No	To be determined
Springfield	Court Square	Redevelopment for mixed use	#2	Moderate	Yes	No	\$25 million	No	To be determined
Holyoke Proposed Projects									
Holyoke	Holyoke Passenger Rail Station	Siting of passenger rail station	TBD	TBD	No	TBD	TBD	No	To be determined
Holyoke	Farr Alpaca Restoration	Redevelopment of former industrial site adjacent to MGHPC	TBD	TBD	No	TBD	TBD	No	To be determined
Holyoke	Water Street	Mixed-use redevelopment	TBD	TBD	No	TBD	TBD	No	To be determined
Holyoke	Parsons Paper Redevelopment	Redevelopment of industrial site	TBD	TBD	No	TBD	TBD	No	To be determined
PROJECTS INTENDED TO SERVE AREAS MEETING EDA ECONOMIC DISTRESS CRITERIA:									
Northampton Proposed Projects									
Northampton	Three County Fairground Redevelopment	Redevelopment of exhibition facility	#1	TBD	Yes	To be determined	\$38 million	Partially	662
Northampton	Village Hill Technology Incubator	Redevelopment - Business Incubator	#2	TBD	Yes	To be determined	\$8 million	No	25
Ludlow Proposed Project									
Ludlow	Ludlow Mills-Riverside Drive and Riverwalk	Redevelopment as mixed use	#1	High	Yes	Yes	\$2 million	Yes	250
Chicopee Proposed Projects									
Chicopee	RiverMills at Chicopee Falls	Redevelopment as mixed-use neighborhood	#1	High	Yes	Yes	\$25 million	No	250
Chicopee	West End Canal District/ Canal Walk	Green infrastructure/ green space	#2	Moderate	No	No	\$9 million	No	50

AN EVALUATION OF OUR PERFORMANCE



New Horse Barns at Three-County Fairgrounds, Northampton
Photo by Paul Tuthill, WAMC – New England Public Radio

The vision statement of the Plan for Progress imagines a Pioneer Valley that “attracts national recognition.” The Plan for Progress Trustees did not include this phrase as a flourish, but insisted that the vision statement espouse a lofty and measurable long-term objective. Consistent with that priority, the members of the Plan for Progress

Trustees and Coordinating Council have asked that a rigorous process be

employed each year to measure the effectiveness of our performance towards the achievement of the Plan’s goals. This process includes an assessment of strategy team accomplishments, evaluation of the planning and implementation process, and objective performance indicators.

MOUs with Strategy Team Lead Implementers

The Plan for Progress has developed a series of formal Memoranda of Understanding (MOU) for the lead implementers of each of the 12 active strategies. Each MOU states that the Plan for Progress Trustees and Coordinating Council will maintain and keep current the Plan for Progress as the Pioneer Valley’s comprehensive strategic economic development plan, provide suggested short- and long-term strategy milestones, provide meetings and other forums, and measure and periodically report on the programs and progress of the lead implementers. It states, as well, that the lead implementers will acknowledge and accept their designation and role as lead implementers of the Plan for Progress, provide their most recent strategic plan or organizational work program to assist in coordination, work to achieve the suggested milestones, and provide modifications or additions to these milestones as deemed necessary. The following seven strategy team lead implementers have signed formal MOUs to date:

Strategy

Attract, Retain, and Grow Existing Businesses and Priority Clusters

Market Our Region

Enhance High-Tech and Conventional Infrastructure

Lead Implementer

Economic Development Partners of the Western MA EDC

Western Massachusetts Economic Development Council

EDC Infrastructure Committee

<i>Improve and Enrich Pre-K /Early Education</i>	Cherish Every Child Initiative of the Irene E. and George A. Davis Foundation
<i>Revitalize the Connecticut River</i>	Connecticut River Clean-Up Committee
<i>Develop an Array of Housing Options</i>	Valley Development Council
<i>Recruit and Train a New Generation of Regional Leaders</i>	Leadership Pioneer Valley Steering Committee

Strategy Accomplishments

One of the most important ways that effectiveness is measured is through accomplishment of specific goals and action steps set out for each strategy and implemented by each of the strategy teams. Details of these accomplishments along with targeted goals for the upcoming program year are described in the section, “Plan for Progress Accomplishments 2011-2012 and Action Plan 2012-2013,” earlier in this report.

2010 Reorganization, Membership Update, and Strategy Revitalization

The Plan for Progress Coordinating Council is continually looking for ways to maximize efficiency and effectiveness in the oversight of the Plan and its working partnerships. During 2008, a subcommittee of the Council conducted a series of business outreach activities with private sector members of the Plan for Progress Trustees, including a focus group, a series of one-on-one interviews with 40 individuals (including some who were not Trustees), and a summit which reconvened focus group members and others to discuss the results of the outreach. This process led to the following set of conclusions:

- There needs to be greater collaboration among the region’s economic development team, and greater sharing of each other’s missions, plans and strategies.
- The region must overcome negativity and cynicism about the region’s economic future and particularly the city of Springfield’s business and cultural climate.
- The Plan for Progress needs to focus on fewer, highly achievable goals. Our private sector partners prefer to undertake short-term, clearly defined projects that they can accomplish within a year or less.
- The Plan for Progress needs to look for ways to connect with a broader array of organizations interested in regional prosperity, such as the Young Presidents Organization, Young Professionals Organizations, Black Leadership Alliance, and Latino Chamber of Commerce.

- Private sector partners would like to see Plan for Progress Trustees meetings be more interactive, including increased time for discussion and decision-making. Presentations from regional organizations, businesses and other entities are informative and useful, but not enough to draw certain members of the Trustees to attend meetings.

Performance Indicators

Summary

In order to provide a highly objective, measurable method of accountability, the Plan for Progress has implemented a new quantitative system to complement the qualitative assessments discussed above. The system, now in its third year, uses a series of data-based benchmarks to measure progress toward goals of each of the strategies. Called the “Plan for Progress Performance Indicators,” the system is public and online at www.stateofthepioneervalley.org. It does not attempt to evaluate current year statistics in isolation (e.g. judging whether a specific unemployment rate is “good” or “bad”), but rather looks at changes over time and the general trend, indicating whether a situation is improving or not (e.g. observing whether the unemployment rate is increasing or decreasing). The Plan for Progress Performance Indicators are a set of four groups of quantitative benchmarks that will assist in identifying economic trends and measure progress towards the Pioneer Valley Plan for Progress Strategic Goals and Action Steps.

Rating Scale

Each indicator was assigned a rating from 1 to 3, with a 1 assigned for a negative trend, 2 for a neutral trend, and 3 for a positive trend. Once benchmark data was collected for the most recent year available, Pioneer Valley Planning Commission (PVPC) staff calculated percentage changes from one year prior (or the most recent previous year possible if prior year data is not available). An improvement of at least one percent is considered a positive trend, while a decline of at least one percent is considered a negative trend. Between one percent improvement and a one percent decline is considered a neutral trend.

Regional Geography

Because the Plan for Progress was completed in conjunction with our neighbors to the north in Franklin County, ratings for each indicator represent the current trend in the given indicator for the greater Pioneer Valley which includes Hampden, Hampshire, and Franklin counties.

This evaluation section includes a chart of all performance indicators with the current and previous year data as well as the percent change in data and the rating that this change warranted. Following this chart is a list of all the performance indicators organized by strategy grouping with a summary of the data and data source for each indicator.

Table 17: Plan for Progress Performance Indicators

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Strengthen and Expand the Region's Economic Base						2.3
The Annual Unemployment Rate	9.1%	2010	8.7%	2009	0.4%	2.0
The Total Number of Jobs (Monthly average)	277,878	2010	275,502	2009	0.9%	2.0
The Average Weekly Wage	\$787	2010	\$793	2009	-0.8%	2.0
Growth of the Private Sector Payroll	\$9,002,311,121	2010	\$8,889,332,883	2009	1.3%	3.0
Total Number and Net Annual Change in the Number of Business Establishments	22,135	2010	21,443	2009	3.2%	3.0
Manufacturing as a Percent of All Employment by Number of Establishments	4.0%	2010	4.2%	2009	-0.2%	2.0
Foster Means of Regional Competitiveness						2.3
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development	9	2011	12	2010	-25.0%	1.0
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development	4	2011	3	2010	33.3%	3.0
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	\$122,786,770	2011	\$111,025,791	2009	3.3%	3.0
% of Communities that Increased at Least One Category in Broadband Access	In Progress	2010		2009	In Progress	TBD
0% of Households Have Broadband Access	In Progress	2010	4	2009		
50% or Less of Households Have Broadband Access	In Progress	2010	22	2009		
Greater than 50% Households Have Broadband Access	43	2010	43	2009		
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						2.0
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3 rd Grade)	54.6%	2011	56.1%	2010	-1.5%	1.0
Percent of Students Passing MCAS Math Test (Grade 10)	88.6%	2011	87.9%	2010	0.7%	2.0
Percent of Students Passing MCAS English Test (Grade 10)	95.0%	2011	94.0%	2010	1.0%	2.0
The Dropout Rate of High School Students (Grades 9 through 12)	4.3%	2010	3.9%	2009	0.4%	2.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	86.4%	2010	85.7%	2009	0.7%	2.0
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	29.2%	2010	27.4%	2009	1.8%	3.0
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	43.8%	2010	52.5%	2009	-8.7%	1.0
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	40.3	2010	41	2009	-1.7%	3.0

Rating: 1 = negative trend,
2 = neutral trend, 3 = positive trend

* sites listed at Westmass Development Corporation only

(Continued Next Page)

Table 17: Plan for Progress Performance Indicators (ctd.)

Indicator	Current Data	Year	Prior Data	Year	Change	Rating
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.3
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	67	2012	70	2010	-4.3%	3.0
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$106	2011	\$172	2010	-38.4%	1.0
The Rate of Property and Violent Crimes Reported per 100 Persons	3.4	2010	3.5	2009	-2.5%	3.0
The Percentage of Housing Units that are Owner-Occupied	63.0%	2010	64.0%	2009	-1.0%	2.0
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	34.9%	2010	37.5%	2009	-2.6%	3.0
Percent of Renters paying more than 30% of their income on rent	54.6%	2010	52.7%	2009	1.9%	1.0
The Median Sale Price of a Single Family Home	\$175,349	2011	\$183,640	2010	-4.5%	3.0
Building Permits Issued for New Residential Construction	633	2010	629	2009	0.6%	2.0

Rating: 1 = negative trend,

2 = neutral trend, 3 = positive trend

*** sites listed at Westmass Development Corporation only**

Data sources: U.S. Census Bureau, Bureau of Labor Statistics; MA Department of Labor and Workforce Development; MA Department of Education; Department of Revenue; WesternMA Connect Inc., Massachusetts Broadband Institute; The Warren Group; PVPC, FRCOG

Summary of Plan for Progress Performance Indicators by Strategy Grouping

Following are summaries of each performance indicator currently being measured through this accountability system. Performance indicators are organized by strategy groupings and each summary includes a brief description of what is being measured, a description of what the data is showing for the most recent year(s), as well as the data source for that indicator.

Strategy Grouping I: Strengthen & Expand the Region's Economic Base

Includes the following strategies:

- Attract, Retain and Grow Existing Businesses and Priority Clusters
- Promote Small Business and Generate Flexible Risk Capital
- Market Our Region

Annual Unemployment Rate

The annual unemployment rate is calculated as the percent of all people in the labor force who are not currently employed. Between 2009 and 2010, the unemployment rate for the Pioneer Valley rose slightly from 8.7 to 9.1 percent. This trend remained consistent for each of the three counties of the Pioneer Valley. Hampden County saw the largest increase in unemployment from 9.7% to 10.2% while Hampshire (6.6% to 6.9) and Franklin (7.9% to 8.0%) counties experienced even smaller increases.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Labor Force and Unemployment Data

Total Number of Jobs

The total number of jobs includes all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The number of jobs in the Pioneer Valley slightly increased from 2009 to 2010, from 275,502 to 277,878 (a 0.9% change). This trend remained consistent for each of the three counties of the Pioneer Valley. Hampshire County experienced the largest increase (an increase of 2%), while Hampden County increased by 0.6%, and Franklin County had a minor increase of 0.2 percent.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

Average Wage Earned by Workers

The average wage earned by workers includes employees in all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The average weekly wage earned by workers in the Pioneer Valley decreased slightly by -0.8 percent, dropping from \$793 in 2009 to \$787 in 2010. Only Franklin County saw an increase, a modest 0.6% from \$678 in 2009 to \$682 in 2010. Hampshire County had the largest percent decrease of 11.6%, while Hampden County decreased by 2.0%.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

Growth of the Private Sector Payroll

The private sector payroll includes the total of all wages paid from companies with private ownership for all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. The private sector payroll for the Pioneer Valley increased from \$8,889,332,883 in 2009 to \$9,002,311,121 in 2010, an increase of 1.3 percent. Hampshire and Hampden counties experienced positive trends, with gains of 2.4% and 1.2% respectively, while Franklin County had a slight decrease of 0.1 percent.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

Total Number of Business Establishments

The total number of business establishments includes businesses with all types of company ownership and all industries, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. In the Pioneer Valley, the total number of business establishments increased 3.2% from 21,443 in 2009 to 22,135 in 2010. This trend remained consistent for each of the three counties in the Pioneer Valley. While the largest increase in the number of establishments was in Franklin County (by 5.0%), both Hampden and Hampshire counties saw an increase in their number of businesses as well (3.4% and 1.8% respectively).

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

Manufacturing as a Percent of All Employment by Number of Establishments

This measure was calculated by dividing the total number of establishments in the manufacturing sector by the total number of establishments. These numbers include companies with all types of ownership, as derived from reports filed by all employers subject to unemployment compensation laws, both state and federal. Overall, manufacturing remained fairly stable as a percentage of all establishments in the Pioneer Valley, decreasing from 4.2% in 2009 to 4.0% in 2010.

The trend was consistent throughout the region, with manufacturing remaining relatively stable throughout all three county areas. Hampden (-0.2%), Hampshire (-0.1%) and Franklin (-0.4%) counties all saw slight decreases.

Data Source: Massachusetts Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data

Strategy Grouping II: Foster Means of Regional Competitiveness

Includes the following strategies:

- Advocate Efficient Regulatory Processes at All Levels of Government
- Recruit and Train a New Generation of Regional Leaders
- Enhance High-Tech and Conventional Infrastructure

Number of Pre-Permitted & Shovel-Ready Sites or Buildings within the Region that are ready for Development

Pre-permitting and shovel-ready designations are made to increase the expediency of development on properties by reducing the amount of work necessary between the purchase of land and the start of construction. Sites with pre-permitting need only the final site plan review and permitting related to environmental preservation (if applicable). This process can take up to 90 days to complete. Sites are designated shovel-ready after all permits have been acquired and a complete build out analysis has been completed. The only steps still necessary are acquiring a building permit and making minor amendments to prior permits if necessary. This process takes up to 30 days.

There was a 25% decrease in the number of sites that were pre-permitted and a simultaneous 33.3% increase in the number of shovel ready projects in the Pioneer Valley between 2010 and 2011. Of the three counties in the Pioneer Valley, the decrease in pre-permitted sites occurred entirely in Hampden County. Additionally, only Hampden County contained pre-permitted sites with a total of four sites ready for development.

Data Source: WestMass Development Corporation

Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources

Transportation Improvement Projects included in this value are highway improvement projects identified through the Transportation Improvement Program report by the Pioneer Valley Planning Commission and Franklin Regional Council of Governments, and advertised by Mass Highway. Between 2010 and 2011, the total value of transportation improvement projects advertised for the Pioneer Valley increased from \$ \$118,868,201 to \$122,786,770, representing a 3.3% change. Trends were varied across the region. Franklin County saw a decrease of 71. 9%, Hampden County a 12.4% decrease, while Hampshire County saw a 74.4% increase.

The values for 2011 continue to include some significant additional funds that originate from federal funds directed through the American Reinvestment and Recovery Act money.

Data Source: Pioneer Valley Planning Commission and Franklin Regional Council of Governments

Estimated Percentage of Municipalities with Some Access to High Speed Internet Service for Business and Residents

New data was not available at the time of this printing. Updated data will be published at www.stateofthepioneervalley.org.

Data Source: WesternMA Connect Inc. and Massachusetts Broadband Institute

Strategy Grouping III: Supply the Region with an Educated, Skilled, and Adequately Sized Pool of Workers

Includes the following strategies:

- Integrate Workforce Development and Business Priorities
- Advance Early Education Strategy at State and Regional Levels
- Improve and Enrich K to 12 Education
- Support Higher Education and Retain Graduates

Percent of Students Scoring Proficient or Above on MCAS Third Grade English Language (Reading) Test

The percent of students scoring proficient or above on the Massachusetts Comprehensive Assessment System (MCAS) Third Grade English Language test includes all students scoring “Proficient” or “Above Proficient,” and was calculated by dividing the percent of students who received these scores on the test by the total number of students in the region who took the test. Between 2010 and 2011 the Pioneer Valley saw a 1.5% decrease (from 56.1% to 54.6%) in the number of students who scored proficient or above on the MCAS third grade English language test. While all three counties experienced a decrease, the largest decline was in Franklin County (2.7%), while Hampden County and Hampshire County saw decreases of 1.0% and 0.5%, respectively.

Data Source: Massachusetts Department of Education

Percent of Students Passing the MCAS Tenth Grade Math Test

The percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) tenth grade math test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2010 and 2011, the Pioneer Valley remained relatively stable, with a slight increase of 0.7% (from 87.9% to 88.6%) in the number of students who passed the MCAS tenth grade math test. Hampshire and Franklin counties both experienced slight increases (0.4% and 0.8% respectively), while Hampden County had a decrease, with 0.7% fewer students passing the MCAS tenth grade math test.

Data Source: Massachusetts Department of Education

Percent of Students Passing the MCAS Tenth Grade English Test

The percent of students passing the Massachusetts Comprehensive Assessment System (MCAS) tenth grade English test was calculated by dividing the percent of students who passed the test by the total number of students in the region who took the test. Overall, between 2010 and 2011, the Pioneer Valley saw a slight increase of 1% (from 94.0% to 95%) in the number of students who passed the MCAS English test. Franklin and Hampshire counties both saw slight increases (1.5% and 0.3% respectively), while Hampden County's proportion of students passing the MCAS math test decreased by 1.2 percent.

Data Source: Massachusetts Department of Education

Dropout Rate of High school Students

Dropout rates are the percentage of all 9th through 12th grade students who drop out of high school in a single year (the annual dropout rate). The Pioneer Valley saw an increase in the dropout rate between 2009 and 2010; from 3.9 percent to 4.3. Hampden and Hampshire Counties both increased by 0.4%, while Franklin County experienced an increase of 0.9 percent.

Data Source: Massachusetts Department of Education

Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates

Educational attainment is calculated by determining the percentage of high school graduates above the age of 25 who have a high school diploma, including those who have attained more advanced degrees (Associate's, Bachelor's, Graduate, or Professional). Between 2009 and 2010, the percentage of the Pioneer Valley workforce who were high school graduates increased slightly from 85.7% to 86.4% for a 0.7% improvement. Hampshire and Franklin Counties both had a increases of 1.2%, while Hampden County had a slight increase of 0.4 percent.

Data Source: United States Census Bureau 2009 and 2010 American Community Survey, 1 Year Estimates

Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates

Educational attainment is calculated by determining the percentage of the population above the age of 25 who have at least an Associate's degree, including those who have attained more advanced degrees (Bachelor's, Graduate or Professional). Between 2009 and 2010, the percentage of the Pioneer Valley workforce who were college graduates increased from 27.4% to 29.2% representing a 1.8% improvement. Hampden and Hampshire Counties saw gains of 2.0% and 3.6% respectively, while Franklin County saw a decrease of 2.3 percent.

Data Source: United States Census Bureau 2009 and 2010 American Community Survey, 1 Year Estimates

The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce

The percent of older workers who remain engaged in the workforce is calculated by dividing the number of people between the ages 55 to 75 years old who are in the labor force by the total number of people between the ages of 55 to 75 years old. Between 2009 and 2010, the percent of older workers who remain engaged in the workforce in the Pioneer Valley decreased from 52.5 percent to 43.8 percent. Franklin County experienced a decrease of 10.4%, Hampshire County a decrease of 7.4%, while Hampden saw a very slight gain of 0.1 percent.

Data Source: United States Census Bureau 2008 and 2009 American Community Survey, 1 Year Estimates

The Median Age of the Region's Workforce Encompassing Ages 16 to 64

The median age of the regions workforce is the middle age of all people engaged in the labor force between the ages of 16-64 years old. In the Pioneer Valley, the median age of the workforce decreased by 1.7% between 2009 and 2010, from 41 to 40.3 years old. Trends followed consistent patterns in the three counties. Each county's median worker age decreased. Hampshire County had a 3.1 % decrease in median worker age, while Hampden and Franklin Counties saw 1.2% and 1.3% decreases respectively.

Data Source: United States Census Bureau 2009 and 2010 American Community Survey, 1 Year Estimates

Strategy Grouping IV: Foster the Region's Business Climate and Prospects for Sustainable Growth

Includes the following strategies:

- Revitalize the Connecticut River
- Develop an Array of Housing Options
- Endorse a Regional Approach to Public Safety
- Champion Statewide Fiscal Equity

Total Number of Combined Sewer Overflow (CSO) Sites on the Lower Connecticut River and Tributaries

As quoted from the Massachusetts Department of Environmental Protection, "Combined sewer overflows, or CSOs, were built as part of sewer collection systems that were designed to carry both sewage and storm water in the same pipe. When there is not a lot of storm water, this mix is transported to a wastewater treatment plant where it is processed. However, after heavy rainfall or snowmelt, storm water and sewage overload the system. Without CSOs, this mix would back up into homes, businesses, and public streets. Combined sewer systems have regulator structures that allow overloaded systems to discharge into rivers, lakes and coastal areas subjecting them to higher pollutant loads. This can compromise a water body's uses and lead to water quality violations in the receiving waters." Throughout the Pioneer Valley, the total number of CSO sites on the Connecticut River has decreased from 70 to 67 between 2010 and 2012, representing 4.3% reduction. As of 2012, Hampshire County has eliminated its remaining CSOs. Between 2010 and 2012, Franklin County eliminated its remaining three CSOs, while since 2008, Hampden County has decreased from 67 to 64 as of 2012.

Data Source: Massachusetts Department of Environmental Protection

Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns

The amount of non-school local aid includes all aid that a town receives for purposes other than education. This includes the following sources: Unrestricted General Government Aid,, Local Share of Racing Taxes, Regional Public Libraries, Police Career Incentive, Urban Revitalization, Veteran's Benefits, Exemptions for Veterans, Blind and Surviving Spouses, Exemptions for the Elderly, State Owned Land, and Public Libraries. In the Pioneer Valley, the per-capita non-local school aid decreased 1.7% between 2010 and 2011. Hampshire County saw the largest decrease (3.1%), followed by Hampden County (-2.2%) while Franklin experienced a small increase of 0.6 percent.

Data Source: Massachusetts Department of Revenue, Cherry Sheets

Rate of Property and Violent Crimes Reported

Property and violent crimes consist of the following crimes: Murder and Non-negligent Manslaughter, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. The rate of property and violent crimes reported in the Pioneer Valley decreased slightly between 2009 and 2010 from 3.5 to 3.4 crimes per 100 people. Trends varied across the region. Hampshire and Hampden counties both experienced increases (4.5% and 2.4% respectively), while Franklin County decreased by 4.8 percent.

Data Source: Federal Bureau of Investigation

Percentage of Housing Units that are Owner-Occupied

Percentage of Housing Units that are Owner-Occupied includes all types of housing units and is calculated by dividing the number of owner-occupied housing units by the total number of housing units in the region. Between 2009 and 2010, the percentage of housing units in the Pioneer Valley that were owner-occupied decreased slightly by 1.0% (from 64.0 to 63.0 percent). Overall, trends were relatively stable across the region, with decreases in ownership in Hampshire and Hampden counties, with respective decreases of 0.2 and 1.1 percent, while Franklin County saw a 0.5% increase.

Data Source: United States Census Bureau 2009 and 2010 American Community Survey 1 year estimates

Percentage of Owners with Mortgages Paying more than 30% of Their Income on Selected Monthly Owner Costs

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Data for this indicator includes all home owners who have mortgages. Monthly owner costs include payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs, and condominium fees. Between 2009 and 2010, the percentage of home owners in the Pioneer Valley who were housing cost burdened decreased from 37.5% to 34.9 % (representing a 2.6% decrease). This decrease in the percentage of home owners who were housing cost burdened was consistent among all three counties, with Hampshire showing the largest decrease (4.7%), followed by Franklin (3.8%) and Hampden (1.8%).

Data Source: United States Census Bureau 2009 and 2010 American Community Survey, 1 Year Estimates

Percentage of Renters Paying More than 30% of Their Income on Rent

According to many government agencies, people who pay more than 30% of their income on housing costs are considered to be housing cost burdened. The U.S. Census Bureau provides estimates on this statistic based on a survey of a sample of the population with the American Community Survey. Between 2009 and 2010, the percentage of renters in the Pioneer Valley who were housing cost burdened increased from 52.7% to 54.6 (representing a 1.9% change). This trend of increased housing cost burden was true in all three counties, with Franklin county experiencing the most drastic increase (4.2%) while Hampden and Hampshire counties experienced smaller increases (1.8 and 1.1% respectively).

Data Source: United States Census Bureau 2009 and 2010 American Community Survey, 1 Year Estimates

Median Sale Price of a Single Family Home

Single family home sales include all transfers over \$1,000 classified by the Massachusetts Department of Revenue with a 101 use code. Between 2010 and 2011, the median sale price of a single family home in the Pioneer Valley decreased from \$183,640 to \$175,349. Hampshire County remained unchanged, while Hampden County experienced a 5.9% decrease in home prices and Franklin County saw a decrease of 0.6 percent. This stabilizing trend in home sale prices across Hampshire and Franklin counties suggests that, at least in some areas, the housing market crash of the past couple of years is continuing to turn around in the region.

Data Source: The Warren Group and Realtor Association of the Pioneer Valley

Building Permits Issued for New Residential Construction

Between 2009 and 2010, the number of building permits issued for new residential construction in the Pioneer Valley remained relatively stable, slightly increasing 0.6% from 629 to 633 permits. This increasing trend is due entirely to the increase in Hampshire County, which saw a 27.8% increase (from 194 to 248); in contrast Hampden and Franklin counties saw declines of 12.1% and 7.9% respectively.

Data Source: U.S. Department of Housing and Urban Development

Urban Core Data

The 2004 Plan for Progress highlighted seven cross-cutting themes of regional significance that should be a focus of all of the Plan's strategies and measures of success. Urban investment is a primary one of these cross-cutting themes. It is absolutely clear that a truly vibrant and healthy Pioneer Valley requires vibrant and healthy urban core cities. The term "urban core" in the context of this cross-cutting theme refers primarily to Springfield and Holyoke, and, to some extent, the adjacent city of Chicopee. The Plan for Progress endorses strategies and actions that directly or indirectly invest in the development and improvement of the region's urban core cities and generate benefits for their residents as well as the region as a whole.

To help measure the progress that the region is making in developing a more healthy and strong urban core, indicator data and trends are also gathered specifically for the urban core cities of Springfield, Holyoke, and the sections of Chicopee that have higher concentrations of poverty (census tracts 8111.01, 8111.02, and 8109.02). Following is a summary table of the Plan for Progress indicator trends specifically for the urban core communities.

Table 18: Plan for Progress Performance Indicators – Urban Core

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?
Strengthen and Expand the Region's Economic Base						2.5	
The Annual Unemployment Rate	12.3%	2010	11.7%	2009	0.5%	2.0	No
The Total Number of Jobs (Monthly average)	98,194	2010	95,229	2009	3.1%	3.0	No
The Average Weekly Wage	\$883	2010	\$882	2009	0.1%	2.0	No
Growth of the Private Sector Payroll	\$3,637,571,575	2010	\$3,597,685,318	2009	1.1%	3.0	No
Total Number and Net Annual Change in the Number of Business Establishments	7,690	2010	7,397	2009	4.0%	3.0	No
Manufacturing as a Percent of All Employment by Number of Establishments	2.4%	2010	2.6%	2009	-0.2%	2.0	No
Foster Means of Regional Competitiveness						2.3	
Number of Pre-Permitted Sites or Buildings Within the Region that are ready for Development*	6	2010	0	2009	NA	3.0	No
Number of Shovel Ready Sites or Buildings Within the Region that are ready for Development*	3	2010	1	2009	200.0%	3.0	No
Annual Dollar Value of Transportation Improvement Projects Advertised for Bid that Rely on Federal and/or State Financial Resources	In Progress		\$22,844,570	2009	TBD	TBD	Yes
% increased a category	In Progress			2008	TBD	TBD	Yes
0% of Households Have Broadband Access	In Progress		0	2008			
50% or Less of Households Have Broadband Access	In Progress		0	2008			
Greater than 50% Households Have Broadband Access	In Progress		3	2008			

Rating: 1 = negative trend,
2 = neutral trend, 3 = positive trend

* sites listed at Westmass Development Corporation only

(Continued Next Page)

Table 18: Plan for Progress Performance Indicators – Urban Core (Ctd.)

Indicator	Current Data	Year	Prior Data	Year	Change	Rating	Includes Chicopee?
Supply the Region with an Educated, Skilled and Adequately Sized Pool of Workers						2.1	
Percent of Students Scoring Proficient or Above on MCAS Reading Test (3rd grade)	37.0%	2010	37.5%	2010	0.0%	3.0	Yes
Percent of Students Passing MCAS Math Test (10th grade)	74.8%	2011	72.3%	2010	2.5%	2.0	No
Percent of Students Passing MCAS English Test (10th grade)	89.8%	2011	86.8%	2010	3.0%	2.0	No
The Dropout Rate of High School Students (Grades 9 through 12)	11.3%	2011	10.0%	2008	1.3%	3.0	No
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of High School Graduates	75.5%	2009	76.6%	2008	-1.1%	1.0	Yes
Educational Attainment of the Workforce 25 or older as Measured by the Percentage of College Graduates	16.8%	2009	17.6%	2008	-0.8%	2.0	Yes
The Percent of Older Workers (55 to 75 years old) Who Remain Engaged in the Workforce	50.4%	2009	44.1%	2008	6.3%	3.0	No
The Median Age of The Region's Workforce Encompassing Ages 16 to 64	37.6	2009	36.7	2008	2.5%	1.0	Yes
Economic Enhancements Fostering The Region's Business Climate and Prospects for Sustainable Economic Growth						2.0	
The Total Number of Combined Sewer Over Flow (CSO) Sites on the Lower Connecticut River and Tributaries	In Progress		52	2010	TBD	TBD	Yes
The Amount of Non-School Local Aid Per Capita Received by the Region's Cities and Towns	\$229	2010	\$334	2009	-31.4%	1.0	No
The Rate of Property and Violent Crimes Reported per 100 Persons	5.8	2009	6.4	2008	-9.4%	3.0	No
The Percentage of Housing Units that are Owner-Occupied	49.9%	2009	49.4%	2008	0.5%	2.0	Yes
Percentage of Owners with Mortgages Paying more than 30% of their Income on Selected Monthly Owner Costs	37.7%	2009	37.2%	2008	0.5%	2.0	Yes
Percent of Renters paying more than 30% of their income on rent	56.3%	2009	55.8%	2008	0.5%	2.0	Yes
The Median Sale Price of a Single Family Home	\$125,119	2010	\$131,528	2009	-4.9%	1.0	No
Building Permits Issued for New Residential Construction	130	2009	89	2008	46.1%	3.0	No

Rating: 1 = negative trend,
2 = neutral trend, 3 = positive trend

* sites listed at Westmass Development Corporation only

Data sources: U.S. Census Bureau, Bureau of Labor Statistics; MA Department of Labor and Workforce Development; MA Department of Education; Department of Revenue; WesternMA Connect Inc., Massachusetts Broadband Institute; The Warren Group; PVPC

**APPENDIX A:
PROJECT PROPOSALS BY INDIVIDUAL COMMUNITIES**

Springfield - Union Station Regional Intermodal Transportation Center

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield Massachusetts
Project Title:	Union Station Regional Intermodal Transportation Center
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description (one sentence):	Redevelopment of the historic Union Station as a regional transportation facility including office and commercial space.
Project Location (Street Address):	Frank B. Murray Street
Census Tract:	8010
Contact Person:	Chris Moskal, SRA Executive Director
Address:	70 Tapley Street
City/Town:	Springfield
Zip Code:	01104
Phone Number:	413-787-7661
Email:	cmoskal@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2012-2013
What is the current status of engineering and design for this project? Please explain in brief:	The SRA has contracted with Skanska Building USA as the OPM and HDR Architecture, Inc for design and engineering services. The first phase of work will involve the updating of the 2008 Master Plan and securing permitting for the project prior to development of schematic and construction documents.

Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	Yes
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Yes - 2012
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$83,000,000.00
Required Local 50%* Match:	\$28,000,000.00
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No. \$27,000,000 matching funds secured to date.
Anticipated Source(s) of Local 50% Match:	MassDOT, Off-Street Parking grant, and State Transportation Bonds.
Estimated Private Sector Dollar Investment in Project:	\$4,500,000 for the buildout of private retail/office uses.
Estimated Number of Permanent Jobs to be Created:	TBD
Estimated Number of Permanent Jobs to be Retained:	TBD
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	TBD
From City of Springfield:	TBD
From City of Northampton:	TBD
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

<p>This project has been identified as regionally significant in the region's Transportation Plan. The benefits of having a renovated Union Station include the creation of centralized transportation services for local, intercity bus and rail travel thus stimulating private investment. EDA finding will assist the region in redeveloping the site for these services and be a catalyst for the re-investment in the Downtown area, consistent with the urban investment in the Plan for Progress.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2012 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Chris Moskal</p>
<p>Title:</p>	<p>Executive Director of the SRA</p>
<p>Date of Submission:</p>	<p>6-Mar-12</p>

Springfield – Court Square

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<u>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</u>	
Community:	City of Springfield
Project Title:	Court Square
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description (one sentence):	Redevelopment of historic building for mixed use
Project Location (Street Address):	13-31 Elm Street
Census Tract:	
Contact Person:	Brian Connors, Deputy Director of Economic Development
Address:	36 Court Street, Room 101
City/Town:	Springfield, MA
Zip Code:	01103
Phone Number:	413-787-6664
Email:	bconnors@springfieldcityhall.com
Fax:	413-787-6524
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2012-2013
What is the current status of engineering and design for this project? Please explain in brief:	Initial concept design is complete
Was this Project submitted last year (i.e. 2009) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Yes - 2012
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$25,000,000
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Not Yet Determined
Anticipated Source(s) of Local 50% Match:	Not Yet Determined - combination of potential bond funding and tax credits
Estimated Private Sector Dollar Investment in Project:	\$12,500,000
Estimated Number of Permanent Jobs to be Created:	100
Estimated Number of Permanent Jobs to be Retained:	0
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBA
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton:	TBA
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBA
From City of Holyoke:	TBA
From City of Springfield:	TBA
From City of Northampton:	TBA
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
Project is expected to be a transformative historic preservation redevelopment on Springfields Court Square, near Springfield City Hall, MassMutual Center, and the State court properties. Project will locate new working and living opportunities in this 110,000 square foot historic building.	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 11, 2012 by 5 p.m.</p>	
Name of Person Submitting This Form:	Brian Connors
Title:	Deputy Director of Economic Development
Date of Submission:	3/9/2012

Holyoke – Passenger Rail Station

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Holyoke Passenger Rail Station
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Siting of Passenger Rail
Project Location (Street Address):	Main and Bower Streets
Census Tract:	8114
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	Site Feasibility Study Underway
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
Name of Person Submitting This Form:	John Dyjach
Title:	Assistant Director
Date of Submission:	March 8, 2012

Holyoke – Farr Alpaca Restoration

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Holyoke
Project Title:	Farr Alpaca Restoration
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Redevelopment of a former industrial site that is adjacent to the Massachusetts Green High Performance Computing Center.
Project Location (Street Address):	130 Appleton Street
Census Tract:	8115
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	Initial Feasibility Study Underway
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
Name of Person Submitting This Form:	John Dyjach
Title:	Assistant Director
Date of Submission:	March 8, 2012

Holyoke – Water Street Area Redevelopment

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Holyoke
Project Title:	Water Street Area Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Mixed-use redevelopment project to include environmental remediation, demolition, and new construction.
Project Location (Street Address):	Water Street
Census Tract:	8114
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	Some demolition and remediation complete
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update?	No

Please indicate YES or NO:	
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>John Dyjach</p>
<p>Title:</p>	<p>Assistant Director</p>
<p>Date of Submission:</p>	<p>March 8, 2012</p>

Holyoke – Parsons Paper Development

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Holyoke
Project Title:	Parsons Paper Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Redevelopment of a historic industrial site.
Project Location (Street Address):	84 Sargeant Street
Census Tract:	8116
Contact Person:	Kathleen Anderson
Address:	One Court Plaza
City/Town:	Holyoke
Zip Code:	01040
Phone Number:	413 322-5655
Email:	andersok@ci.holyoke.ma.us
Fax:	413 534-2299
Current Project Status (click in yellow box and choose option from drop-down list):	Long Term
What is the current status of engineering and design for this project? Please explain in brief:	Some environmental remediation complete
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	TBD
Required Local 50%* Match:	\$
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	
Estimated Private Sector Dollar Investment in Project:	\$
Estimated Number of Permanent Jobs to be Created:	
Estimated Number of Permanent Jobs to be Retained:	
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	TBD
From City of Holyoke:	
From City of Springfield:	
From City of Northampton or Chicopee (specify):	
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.	

<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
Name of Person Submitting This Form:	John Dyjach
Title:	Assistant Director
Date of Submission:	March 8, 2012

Northampton – Three County Fairground Redevelopment

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Northampton, MA
Project Title:	Three County Fairground Redevelopment
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description (one sentence):	Redevelopment - Exhibition Facility
Project Location (Street Address):	54 Fair Street, Northampton, MA 01060
Census Tract:	8219 (within 1 mile of 8220 with \$7,584 per capita income)
Contact Person:	Mayor's Office
Address:	210 Main Street
City/Town:	Northampton, MA
Zip Code:	01060
Phone Number:	413-587-1249
Email:	mayor@northamptonma.gov
Fax:	413-587-1275
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Phase 1 barn replacement is complete. Master plan is complete. Permitting is partially complete. Fundraising to complete final engineering for Phase 2 Exhibition building and off-site infrastructure improvements.
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$38 million
Required Local 50%* Match:	\$19 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	Partially
Anticipated Source(s) of Local 50% Match:	MDAR, MassWorks, USDA, foundation grants, private investment
Estimated Private Sector Dollar Investment in Project:	\$30 million
Estimated Number of Permanent Jobs to be Created:	662 in Pioneer Valley Region
Estimated Number of Permanent Jobs to be Retained:	462 in Pioneer Valley Region
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	20
From City of Springfield:	19
From City of Northampton:	265
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	55
From City of Springfield:	206
From City of Northampton:	459
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

Redevelopment of the Three County Fairground is regionally significant because it will transform 55 acres of underutilized and deteriorated exhibition space into a state of the art exhibition facility targeting niche shows that will complement Northampton's identity as a cultural and tourism destination, attract new shows to the region, and allow existing shows to expand. The project will generate 662 new jobs regionally and retain 462 jobs regionally, \$19.5 million in new direct spending in the regional economy, increase annual events from 28 to 68, and generate spinoff economic benefits in the tourism, hospitality, and event production industries in the region. Job creation and retention will take place in several industry sectors including event production, trades, wholesale trade and distribution, cultural and entertainment, restaurant, hospitality, and retail. Event producers are currently drawn from around the region and from outside the region. Event vendors and trade contractors are drawn from throughout the Pioneer Valley. In addition, Northampton does not have sufficient hotel room capacity to accommodate existing or proposed events. Event attendees and exhibitors frequently use hotels in Hampshire and Hampden Counties for Three County Fairground events. Hotel occupancy outside of Northampton is expected to increase as a result of the expansion/redevelopment. A market analysis projected that increased visitation could result in repeat visits to the region, spinoff business development, and trade show events would draw executives from a broad cross-section of industries which could benefit long-term business development and recruitment in the region.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.

***Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.**

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.**

Name of Person Submitting This Form:	Lyn Simmons
Title:	Mayoral Aide
Date of Submission:	8-Mar-12

Northampton – Village Hill Technology Incubator

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.	
Community:	Northampton, MA
Project Title:	Village Hill - Technology Incubator
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description (one sentence):	Redevelopment - Business Incubator
Project Location (Street Address):	Village Hill Road, Northampton, MA 01060
Census Tract:	8219 (within 1/2 mile of 8220 with \$7,584 per capita income)
Contact Person:	Mayor's Office
Address:	210 Main Street
City/Town:	Northampton, MA
Zip Code:	01060
Phone Number:	413-587-1249
Email:	mayor@northamptonma.gov
Fax:	413-587-1275
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	MassDevelopment is currently updating building renovation cost estimates. Conversations with potential development partners underway.
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	Yes

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$8 million
Required Local 50%* Match:	\$4 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	CDAG, private investment
Estimated Private Sector Dollar Investment in Project:	\$30 million
Estimated Number of Permanent Jobs to be Created:	25
Estimated Number of Permanent Jobs to be Retained:	25
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	9
From City of Springfield:	8
From City of Northampton:	13
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	8
From City of Springfield:	5
From City of Northampton:	13
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

The technology incubator to be located in the 21,000sf male dormitory at the former Northampton State Hospital (now Village Hill mixed use complex) is the next phase of business redevelopment in the Village Hill project which previously received EDA funds for infrastructure. There has been strong market interest in the building from software development and other technology related firms. The project would provide a range of spaces that are green and have support infrastructure particularly video-conferencing to support emerging and growing technology businesses in the Northampton and the region. The project is a priority development site and smart growth development. Targeted local and regional priority cluster industries are medical device, life sciences, and software development.

Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.

***Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.**

****Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.**

Name of Person Submitting This Form:	Lyn Simmons
Title:	Mayoral Aide
Date of Submission:	8-Mar-12

Chicopee – RiverMills at Chicopee Falls

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	City of Chicopee; Chicopee Falls Neighborhood
Project Title:	RiverMills at Chicopee Falls (former Uniroyal & Facemate properties)
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Assessment, clean-up and redevelopment of 60 acres of Brownfields into a mixed-use neighborhood district intertwined with new public, open spaces.
Project Location (Street Address):	154 Grove Street & 5 West Main Street Chicopee, MA 01020
Census Tract:	Tract # 8108
Contact Person:	Thomas Haberlin, Director of Economic Development
Address:	38 Center Street
City/Town:	Chicopee, MA
Zip Code:	01013
Phone Number:	413-594-1490
Email:	thaberlin@chicopeema.gov
Fax:	413-594-1495
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2012-13
What is the current status of engineering and design for this project? Please explain in brief:	Redevelopment Visions completed December 2010; Demolition, Uniroyal Bldgs 1-6 completed summer 2010; Pre-Demo Surveys on remaining Uniroyal Bldgs to be completed April 2012; Demolition, Facemate Bldgs to be completed June 2012; Older Adult Community Center (OACC) Design through Fall 2012; OACC construction through Fall 2013.

Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	Yes
Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Yes - 2012
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$25 million
Required Local 50%* Match:	\$12.5 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Federal/State Direct Aid; Local funds
Estimated Private Sector Dollar Investment in Project:	\$144 million
Estimated Number of Permanent Jobs to be Created:	Estimated 250 Construction Related; 250 Permanent
Estimated Number of Permanent Jobs to be Retained:	Estimated 250
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: Potential minimum of 12,798*
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: Unknown as this time
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	

<p>Project addresses 60 acres of post-industrial Brownfields in an environmental justice, economically distressed neighborhood. Redevelopment plans envision a mixed-use community reconnected to adjacent neighborhoods and severely underutilized recreational resource: the Chicopee River. A new senior center will be opened in late 2013 while new businesses and small industrial activities are integrated in a green space framework envisioned through market realistic conditions and community desires for the project.</p>	
<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Lee M. Pouliot</p>
<p>Title:</p>	<p>Planner & Administrator; Office of Community Development</p>
<p>Date of Submission:</p>	<p>3/1/12</p>

Chicopee – West End Canal District/ Canal Walk

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	City of Chicopee; West End Neighborhood
Project Title:	West End Canal District/Canal Walk
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Brownfields assessment, cleanup and redevelopment as green infrastructure/green space amenity for envisioned downtown Canal District.
Project Location (Street Address):	Multiple parcels: 101 Front Street, 165 Front Street, City Frontage along Front Street, 60 Depot Street and Lower Depot Street
Census Tract:	Tract # 8109.01
Contact Person:	Carl Dietz, Director of Community Development
Address:	38 Center Street
City/Town:	Chicopee, MA
Zip Code:	01013
Phone Number:	413-594-1490
Email:	cdietz@chicopeema.gov
Fax:	413-594-1495
Current Project Status (click in yellow box and choose option from drop-down list):	Planning Stage
What is the current status of engineering and design for this project? Please explain in brief:	Area-wide Brownfields Plan to be completed in Spring 2012. Plan defines a vision for downtown's Canal District centered on the proposed Canal Park - an amenity that will catalyze redevelopment of the Lyman and Cabotville mill complexes.
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	No

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Not Yet Determined
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$9 million
Required Local 50%* Match:	\$4.5 million
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	No
Anticipated Source(s) of Local 50% Match:	Federal/State Direct Aid; Local funds
Estimated Private Sector Dollar Investment in Project:	\$91 million
Estimated Number of Permanent Jobs to be Created:	Estimated 150 Construction Related; 50 Permanent
Estimated Number of Permanent Jobs to be Retained:	Estimated 35 - 50
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: 1,500 - 2,000
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	N/A
From City of Springfield:	N/A
From City of Northampton or Chicopee (specify):	Chicopee: Unknown as this time
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
The proposed Canal Walk address a major neighborhood design initiative that rebrands the West End neighborhood as part of Chicopee's Canal District. The Canal Park is identified in the West End Brownfields Area-wide Plan as a priority amenity that will catalyze major, privately funded redevelopment of the Cabotville and Lyman Mills into mixed-use structures supporting established and incubator businesses as well as new housing. Such redevelopment will not only support neighborhood-scale redevelopment efforts but also infuse downtown Chicopee's existing business community with additional patrons and increased demand for goods and services.	

<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
<p>Name of Person Submitting This Form:</p>	<p>Lee M. Pouliot</p>
<p>Title:</p>	<p>Planner & Administrator; Office of Community Development</p>
<p>Date of Submission:</p>	<p>3/1/12</p>

Ludlow – Ludlow Mills – Riverside Drive and Riverwalk

FY 2012 Comprehensive Economic Development Strategy (CEDS) Update 2012 CEDS Project Proposal Form Pioneer Valley Economic Development District	
<p>Instructions: Please complete and return this form electronically by no later than 5:00 p.m. on Friday, March 9, 2012 to Lori Tanner at ltanner@pvpc.org. Please enter responses in yellow shaded areas.</p>	
Community:	Town of Ludlow, Massachusetts
Project Title:	Ludlow Mills Redevelopment - Riverside Drive Road Construction and Riverwalk
Type of Project (i.e. infrastructure, redevelopment, business incubator, etc.) with brief project description:	Redevelopment of the historic Ludlow Mills as a mixed use residential, commercial, and industrial center on an EPA Brownfields site.
Project Location (Street Address):	100 State Street, Ludlow, MA
Census Tract:	8104.03
Contact Person:	Ellie Villano, Town Administrator
Address:	488 Chapin Street
City/Town:	Ludlow
Zip Code:	01056
Phone Number:	(413) 583-5600 x 201
Email:	evillano@ludlow.ma.us
Fax:	(413) 583-5603
Current Project Status (click in yellow box and choose option from drop-down list):	Ready for Construction in 2012-13
What is the current status of engineering and design for this project? Please explain in brief:	State St. design 90% complete, construction start May 2012. Riverside Drive design underway.
Was this Project submitted last year (i.e. 2011) for inclusion in the region's 2011 CEDS Annual Update? Please indicate YES or NO:	YES

Will this project be formally submitted by your community to the Economic Development Administration (EDA) for funding consideration in calendar years 2012 or 2013? (use drop-down menu):	Yes - 2012
Please be sure to respond to all of the following questions, especially if EDA financial aid is being sought in the next 1-2 years.	
Total Estimated Project Cost:	\$2,000,000
Required Local 50%* Match:	\$ 1,000,000
Has Required Local Funding Match Been Secured? Please indicate YES or NO:	YES
Anticipated Source(s) of Local 50% Match:	Private Investment Westmass/Health South
Estimated Private Sector Dollar Investment in Project:	\$ 210,000,000
Estimated Number of Permanent Jobs to be Created:	2,300
Estimated Number of Permanent Jobs to be Retained:	200
Estimated Number of Low/Moderate Income Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	25
From City of Springfield:	1250
From City of Northampton or Chicopee (specify):	0
Estimated Number of Unemployed Persons in Each City Who Will Likely Benefit From This Proposed EDA Project:	
From City of Holyoke:	20
From City of Springfield:	350
From City of Northampton or Chicopee (specify):	0
Funding Justification (indicate how this project will create/retain jobs, how the project is consistent with the region's strategic economic plan, how the project will address economic distress at the local/regional level, etc.) Please refer to the EDA Investment Priority Guidelines which are attached. Please answer below:	
This project is an impending environmental and public safety disaster. The conversion to a modern mixed use business center will resolve 45 known environmental conditions identified by the US EPA, will eliminate the combustion of 300,000 gallons of #6 oil annually, will convert 800,000 SF of deteriorating historic mill structures to code compliant, LEED's certified building standards, will resolve public safety concerns associated with blight, and will employ green technologies for energy generation and storm water management. The project will once again become a regional employment center that benefits adjacent low income neighborhoods and will increase the local property tax base.	

<p>Questions? If you should have questions about this form or related issues, please contact Lori Tanner or Tim Brennan at the PVPC at 413/781-6045.</p>	
<p>*Note: The local match requirements may be reduced in special instances under EDA guidelines/regulations.</p>	
<p>**Note: Please utilize this form and complete one form per project if your community is contemplating submitting more than one proposed EDA project. Submission deadline is Friday, March 9, 2012 by 5 p.m.</p>	
Name of Person Submitting This Form:	Ellie Villano
Title:	Town Administrator
Date of Submission:	2/16/12

**APPENDIX B:
PLAN FOR PROGRESS
COORDINATING COUNCIL, TRUSTEES, AND STRATEGY
TEAM MEMBERSHIPS**



**Plan for Progress
Coordinating Council Membership
June 2012**

Kathleen Anderson, *Director, Holyoke Chamber of Commerce*

Ellen Bembem, *President, T2 Foundation*

Allan Blair, *President/CEO, Economic Development Council of Western Massachusetts*

Steven Bradley, *Vice President - Government Relations, Baystate Health*

Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*

Patricia Crosby, *Executive Director, Franklin/Hampshire REB*

Glenn Davis, *Community Responsibility Consultant, MassMutual Financial Group*

Dianne Fuller Doherty, *Regional Director, Massachusetts Small Business Development Center*

Kathleen Dowd, *Director, Human Service Forum, Inc.*

Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*

Martha Field, Ph.D., *Dean of Institutional Support & Advancement, Greenfield Community College*

Brooks Fitch, *Director, W.E.B. DuBois Center at University of Massachusetts/Amherst*

Michael Fritz, *Consultant*

John Gallup

Jeffrey Hayden, *Vice President, Business and Community Services, Holyoke Community College*

Thomas Herrala, *Civic Leader/Consultant*

Samalid Hogan, *Project Manager, Office of Planning & Economic Development, City of Springfield*

David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*

Geoff Little, *Senior Consultant, Clements Group*

Larry Martin, *Business Services and Projects Manager, Regional Employment Board of Hampden County*

William Messner, Ph.D., *President, Holyoke Community College*

Marla Michel, *Executive Director, Economic Development Strategies & Regional Partnerships,*

UMass/Amherst and Director, Scibelli Enterprise Center

Ray Milano, *Springfield Branch Manager, U.S. Small Business Administration*

Russell Peotter, *General Manager, WGBY-57*

Katherine Putnam, *President, Package Machinery Company, Inc.*

Robert Reckman, *Northampton Chamber of Commerce and Fairgrounds Redevelopment Corporation*

James Shriver, *Chairman, Chamber Energy Coalition, Inc.*

Christopher Sikes, *Executive Director, Common Capital*

Paul Tangredi, *Program Manager, CLEAResult*

Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*

David Woods, *Principal, Woods Financial Group*

Plan for Progress Trustees Membership - June 2012

Kathleen Anderson, *Director, Holyoke Chamber of Commerce*

H. Edgar Alejandro, *Manager, Economic & Commercial Development, Western Mass. Electric Company*

Ellen Bemben, *President, T2 Foundation*

Allan Blair, *President/CEO, Economic Development Council of Western Massachusetts*

Douglas Bowen, *Executive Vice President, PeoplesBank*

Steven Bradley, *Vice President - Government Relations, Baystate Health*

Timothy Brennan, *Executive Director, Pioneer Valley Planning Commission*

Kate Brown, *Planning Director, City of Chicopee*

Maren Brown, *Director, Arts Extension Service, UMass Amherst*

Ann Burke, *Vice President, Economic Development Council of Western Massachusetts*

Eduardo Carballo, PhD., *Superintendent, Holyoke Public Schools*

Glenn Davis, *Community Responsibility Consultant, MassMutual Financial Group*

Dianne Fuller Doherty, *Regional Director, WMass. Regional Office - SBDC*

Kathleen Dowd, *Director, Human Service Forum, Inc.*

Linda Dunlavy, *Executive Director, Franklin Regional Council of Governments*

Richard Feldman, *President, Greater Northampton Chamber of Commerce*

Martha Field, Ph.D., *Dean of Institutional Support. & Advancement, Greenfield Community College*

Brooks Fitch, *Director, W.E.B. DuBois Center at University of Massachusetts/Amherst*

Michael Fritz, *Consultant*

Eric W. Fuller III, *Business Executive*

Nicholas Fyntrilakis, *Director of Community Relations, Mass Mutual*

John Gallup

The Honorable Edward Gibson, *Mayor, City of West Springfield*

Carlos Gonzalez, *Executive Director, Massachusetts Latino Chamber of Commerce*

Ann Hamilton, *President, Franklin Chamber of Commerce*

Charles Hatch, *General Manager, Packaging Corporation of America*

Jeffrey Hayden, *Vice President, Business and Community Services, Holyoke Community College*

Thomas Hazen, *Chairman of Board, Hazen Paper Company*

Thomas Herrala, *Civic Leader/Consultant*

Plan for Progress Trustees Membership - June 2012 (Cont'd)

David Howland, *Regional Engineer, Massachusetts Department of Environmental Protection*

Geoff Little, *Senior Consultant, Clements Group*

Larry Martin, *Business Services and Projects Manager, Regional Employment Board of Hampden County*

The Honorable William F. Martin, *Mayor, City of Greenfield*

William Messner, Ph.D., *President, Holyoke Community College*

Marla Michel, *Executive Director, Economic Development Strategies & Regional Partnerships,*

UMass/Amherst and Director, Scibelli Enterprise Center

Ray Milano, *Springfield Branch Manager, U.S. Small Business Administration*

Sarah Page, *Special Projects Manager, HAP, The Region's Housing Partnership*

Russell Peotter, *General Manager, WGBY - 57*

Katherine Putnam, *President, Package Machinery Co. Inc.*

Carl Rathmann, Ph.D., *Dean of Engineering, Western New England College*

Robert Reckman, *Northampton Chamber of Commerce and Fairgrounds Redevelopment Corporation*

James Shriver, *Chairman, Chamber Energy Coalition, Inc.*

Christopher Sikes, *Executive Director, Common Capital*

Patricia Sweitzer, *Administrator, Massachusetts Partners for Public Education*

Paul Tangredi, *Program Manager, CLEAResult*

The Honorable Michael Tautznik, *Mayor, City of Easthampton*

Michael Vedovelli, *Regional Director, Massachusetts Office of Business Development*

Mary Walachy, *Executive Director, Irene E. & George A. Davis Foundation*

Plan for Progress Strategy Team Membership June 2012

STRATEGY #1

Attract, retain and grow existing businesses and priority clusters

Strategy Team Members:

Bemben, Ellen
Blair, Allan*
Brennan, Tim
Burke, Ann*
Gallup, John
Hayden, Jeff
Levine, John P.
Michel, Marla
Schliemann, Bernie
Taylor, Tony
Vann, Michael

Lead Implementers:

Economic Development Partners of the EDC of Western Massachusetts

STRATEGY #2

Promote small business and generate flexible risk capital

Strategy Team Members:

Ancrum, Ron
Anderson, Kathy
Anderson, Teri
Atwood, Jessica
Aubin, John
Brennan, Tim
Burke, Ann
Carpenter, Cari
Davis, Glenn
Davis, Ron
Doherty, Dianne
Fondon, Janine
Foster, Scott
Garlow, Elizabeth
Gonzalez, Carlos
Gouvin, Eric
Hamilton, Ann
Loper, Tom
Maroulis, Tony
Michel, Marla*
Milano, Ray
Moynihan, Colleen
Parent, Keith
Plotkin, Evan
Putnam, Kate*
Putnam, Lowell
Rucks, Charles
Shapiro, Amy
Sikes, Chris
Truitt, Trish
Waite, John

Lead Implementers:

Scibelli Enterprise Center, Small Business Development Center, and other providers

STRATEGY #3

Advocate efficient regulatory processes at all levels of government

Strategy Team Members:

Blair, Allan
Brennan, Tim*
Delude, Kenn
Howland, David

Lead Implementers:

EDC of Western Massachusetts, Westmass, PVPC

STRATEGY #4

Integrate workforce development and business priorities

Strategy Team Members:

Alejandro, Edgar
Crosby, Patricia*
Hayden, Jeffrey*
Little, Geoff
Martin, Larry*
Messner, William
Pura, Bob
Rubenzahl, Ph.D., Ira
Ward, Bill

Lead Implementers:

The region's three Community Colleges (STCC, HCC, GCC) and two Regional Employment Boards (REBs)

STRATEGY #5A PreK

Advance and enrich early childhood education

Strategy Team Members:

Black, Barbara
Calkins, Linda
Campbell, Carol
Craft, Erin
Fuller, Sally
Geary, Maura
Goodwin, Judy
Hernandez, Rosemary
Isaza, Orlando
Kagan, Joan
Larivee, Elizabeth
Leonas, Mark
Lyons, Carolyn
Malone, Dana
Milner, Cindy
Peotter, Rus
Reid, Janet
Ryan, Irene
Sherman, Gail
Snizek, Michele
Treglia, Kathy
Walachy, Mary*
Van Zee, Vickie
Ward, James

Lead Implementers:

Pre-K Strategy Team

STRATEGY #5B K to 12

Improve and enrich K to 12 education

Strategy Team Members:

Allen, Tim
Collins, Jessica
Czajkowski, Mary
Fritz, Mike*
Fuller, Sally
Jackson-Watts, Molly
Kagan, Joan
Kane, Ph.D., Theresa
Little, Geoff
Ortega-Bustamante, Isolda*
Peotter, Rus
Ripa, Barbara
Robinson, Ph.D., Frank
Rodriguez-Babcock, Isabelina
Scanlon, Donna
Sweitzer, Patricia
Treglia, Kathy
Walachy, Mary
Walsh, Colleen

Lead Implementers:

Enlace, Step Up Springfield, and School Superintendents

STRATEGY #6

Support higher education and retain graduates

Strategy Team Members:

Abraham, Neal*
Bradley, Steven F.
Butler, Lucinda
Field, Martha
Langford, Sylvia
Lynch, James
Rinaldi, Diane
Scirocco, Nancy*
Wagner, Richard

Lead Implementers:

Area colleges and universities and the Hartford/Springfield Economic Partnership (i.e. InternHere.com)

*Note: Bold type depicts the recommended Coordinating Council Strategy "managers/reporters" who are assigned to each of the 14 Plan for Progress strategies.

STRATEGY #7

Recruit and train a new generation of regional leaders

Strategy Team Members:

Ancrum, Ron
Beck, Suzanne
Blair, Allan
Bloomgarden, Alan
Bradley, Steve
Brennan, Tim
Dunlavy, Linda
Griggs, Alfred
Johnson, Ronn
Lugo-DeJesus, Waleska
Michel, Marla
Morgan, Rev. J.P.
Phelan, Karen
Robinson, Dora
Swan II, Rev. Talbert
Tanner, Lori
Toledo, Hector
Walker, Sharienne
Wondolowski, Lora
Woods, David*

Lead Implementers:

Leadership Pioneer Valley Steering Committee

STRATEGY #8

Market our region

Strategy Team Members:

Bauza, Hector
Blair, Allan*
Bowen, Douglas
Hamilton, Ann
Peotter, Rus
Wydra, Mary Kay

Lead Implementers:

Economic Development Council of Western Massachusetts and Greater Springfield Convention and Visitors Bureau

STRATEGY #9

Revitalize the Connecticut River

Strategy Team Members:

Bowen, Douglas
Brennan, Tim*
Brown, Kate
Dunlavy, Linda
Gwyther, Chelsea
Hazan, Thomas
Howland, David
Kulig, Stan
Lavelle, James
Sloan, Peggy

Lead Implementers:

Connecticut River Clean-up Committee, PVPC, FRCOG

STRATEGY #10

Enhance high-tech and conventional infrastructure

Strategy Team Members:

Andrews, William
Baribeau, Carol
Brennan, Tim
Ciecko, Greg
Delude, Kenn*
Dunlavy, Linda*
Evans, Raymond
Griggs, Al
Howland, David
Laflamme, Marie
Lagowski, Thomas
Roberts, Steven
Rubenzahl, Ph.D., Ira
Wagner, William
Wallace, Michael

Lead Implementers:

EDC Infrastructure Committee, Pioneer Valley Planning Commission, Franklin Regional Council of Governments, and WesternMA Connect Initiative

STRATEGY #11

Develop an array of housing options

Strategy Team Members:

Albertson, Doug
Aubin, John
Barton, Hank
Beckley, Stuart
Brennan, Tim*
Brown, Kate
Burkott, Jeff
Contreas, Marilyn
Deitz, Kerry
DiPasquale, Michael
Eugin, Christine
Feiden, Wayne
Fitzgerald, John
Fritz, Mike
Gaertner, Kurt
Gees, Erica
Gove, Mike*
Hall, Toni
Hills, Paul
Kohout, George
Lacey, Jeff
Levesque, Rob
Lilly, John
Lischetti, Paul
Marcus, Patricia
Mendrala, Karen
Phelps, Marcus
Prather, Sabine
Saez, Bryson
Smith, Larry
Tucker, Jonathan
Werbiskis, Rick

Lead Implementer:

Valley Development Council

STRATEGY #12

Endorse a regional approach to public safety

Strategy Team Members:

Ashe, Jaye
Brennan, Tim*
Dunlavy, Linda
Fuller, III, Eric

Lead Implementers:

Not Applicable

STRATEGY #13

Champion statewide fiscal equity

Strategy Team Members:

None currently

Lead Implementers:

Statewide Local Aid Partnership and the Western Massachusetts Mayors Association

STRATEGY #14

Develop a green regional economy

Green Communication Strategy Team Members:

Bonanza, Kirsten
Laux, John
Little, Geoff
Peotter, Rus*
Ratte, Catherine
Rheannon, Francesca
Ribeiro, Karen
Roth, Rich
Tangredi, Paul*
Tanner, Lori
Waechter, Marie

Lead Implementers:

Green Communication Strategy Team

***Note:** Bold type depicts the recommended Coordinating Council Strategy “managers/reporters” who are assigned to each of the 14 Plan for Progress strategies.

